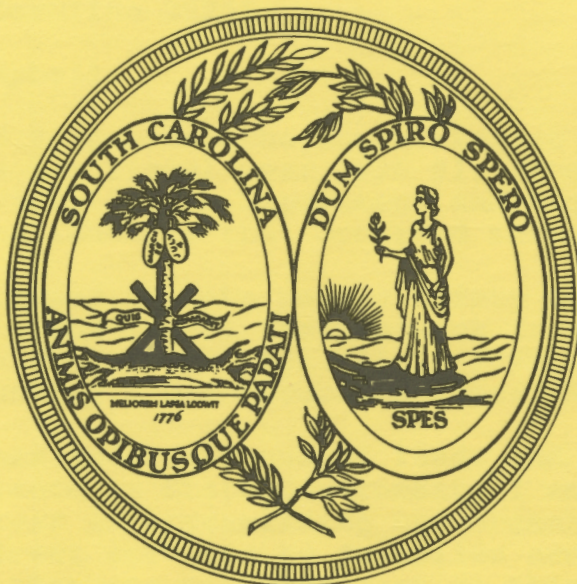


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**SOUTH CAROLINA
DEPARTMENT OF YOUTH
SERVICES**



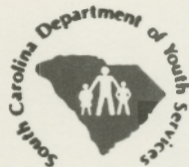
**ANNUAL REPORT
1990-1991**

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Youth Services

P.O. Box 7367/Columbia, S.C. 29202

Telephone (803) 737-4362

Richard E. McLawhorn
Commissioner

November 8, 1991

The Honorable Carroll A. Campbell, Jr.
Governor's Office
Post Office Box 11369
Columbia, South Carolina 29211

Dear Governor Campbell:

I am pleased to present the Annual Report of the Department of Youth Services for fiscal year 1990-91. The report describes programs and services of the Department and highlights significant accomplishments that occurred throughout the year.

We have continued to make public safety the Agency's number one priority, with the result that escapes from the Broad River Road institutions dropped to four (4) in 1990-91. That is an all time low, representing a 98% reduction since 1987.

At a time when judicious use of funds and resources is of the utmost importance in State Government, I am pleased to report substantial progress in streamlining our organizational structure to ensure that direct services to juveniles and their families are as strong as they can be. Pursuant to this task, we have eliminated six regional offices, thereby enabling the redirection of one-half million dollars in resources to local communities for unprecedented crime prevention and early intervention programs. We also have completed a reorganization of the Institutional Division to remove cumbersome administrative duties from our professional social work staff. We estimate that the institutional reorganization will result in 10,000 more hours of services annually to incarcerated juvenile offenders.

DYS has strengthened program offerings for institutionalized sex offenders and substance abusing offenders. On the community side, we have added family preservation programs in several areas of the state. We believe that family preservation is a viable and far more hopeful alternative for the young high risk offender whose problems often are compounded by a family that is unable to nurture or discipline.

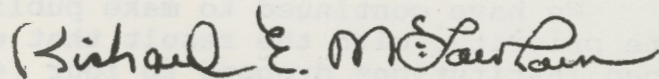
Along with these positive efforts, the Department faces major challenges. I would be remiss in not cautioning you that budget constraints are having a direct impact on DYS' ability to carry out its mission for South Carolina. Reductions begun in the Spring and compounded by the 4.3% cut this fiscal year,

The Honorable Carroll A. Campbell, Jr.
November 8, 1991
Page Two

impair our ability to provide basic services and coverage around the State. These reductions have come at a time of increasing and more serious delinquency among South Carolina's young people, and extreme levels of overcrowding in DYS' institutional programs. The need is great for additional, carefully directed resources to deal with juvenile crime issues effectively.

Nevertheless, we fully understand that the State's decision-makers face extremely tough choices in this year of austerity. I commit to you that DYS will do its best to fulfill mandated responsibilities through existing resources in a spirit of understanding and cooperation. Thank you for the personal support you have expressed on behalf of South Carolina's troubled and high risk children.

Sincerely,



Richard E. (Rich) McLawhorn, Esq.
Commissioner

REM:sjo

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HISTORY OF JUVENILE CORRECTIONS IN SOUTH CAROLINA

South Carolina's modern juvenile justice system incorporates a broad spectrum of services geared toward protecting the public, preventing delinquency and rehabilitating juvenile offenders. However, juvenile corrections originated as an offshoot of the adult system, and for many years its orientation was entirely punitive.

State recognition of the delinquency problem actually dates from 1875 when a wing of the state penitentiary was designated a "reformatory" to accommodate young boys. Between 1900 and 1920, three separate juvenile correctional institutions segregated by race and sex were established under auspices of the State Board. Legislation enacted in 1946 placed management and operation of these facilities under the Board of State Industrial Schools. A Division of Placement and Aftercare, added in 1954, was empowered to authorize a child's release prior to the twenty-first birthday.

Although the Board of State Industrial Schools maintained administrative authority over the institutions, each functioned as a separate entity evidencing little coordination of effort. State funding was concentrated in physical improvements, and no resources were allocated to recruitment of professional staff. The result was a highly inadequate level of treatment and rehabilitation. Education programs remained outside the mainstream of the state instructional system since they received neither funding nor supervision from the Department of Education. While these deficiencies were recognized increasingly by concerned citizens, reforms were not instituted until the late 1960's.

Legislation enacted during 1966 changed the name of the governing body to the Board of Juvenile Corrections which, in the following year, appointed a State Director. The new Director was charged with the responsibility of centralizing and coordinating the administration of all units, to include the desegregation of operational facilities and divisions. However, no staffing was provided to his office. Desegregation was not accomplished until 1968, when a class action suit was prosecuted successfully in federal court. Court-ordered compliance with the Civil Rights Act of 1964 then freed access to federal funding through the Elementary and Secondary School Act, engendering major improvements in academic and vocational instruction. In 1971, passage of the Federal Omnibus Safe Street Act and related juvenile delinquency legislation authorized establishment of State Law Enforcement Planning Agencies. Task forces were then appointed to examine the problems of crime and delinquency and assess long and short-term needs.

In 1969 the State Legislature responded to the issue of juvenile justice reform by creating an entirely new agency, the Department of Juvenile Corrections. The enabling legislation affirmed Placement and Aftercare as a separate Division, which subsequently achieved Departmental status in 1971. Within the two

new agencies, professional staff developed and implemented programs. The institutional population began to drop as more community-based services were initiated.

Legislation enacted during 1972 changed the name of the Department of Juvenile Corrections to the Department of Youth Services, and further stipulated its organization into two internal divisions: Juvenile Corrections, responsible for treating institutionalized children, and the Youth Bureau, responsible for implementation of community programs. A major focus of the Youth Bureau was the deinstitutionalization of status offenders in South Carolina. A substantial federal grant, awarded in 1975, funded support services and other community alternatives.

Further significant progress in services to delinquent youth occurred in 1976 with passage of the Judicial Reform Act. This legislation expanded the network of individual county Family Courts into a unified system operated by the state. The Act was amended during 1978 to provide that the Department of Juvenile Placement and Aftercare (JP&A) administer intake and probation. In 1980, JP&A assumed the additional responsibility of detention/release screening for juveniles taken into custody by law enforcement.

Although the years of 1969-1980 represented substantial progress in assuring uniform and appropriate services to delinquent youth in South Carolina, it became widely recognized that the evolution of a two-agency system had resulted in costly duplication of effort, particularly in the areas of administration and community programs. To remedy that inefficiency, the Legislature passed the Youth Services Act of 1981, merging Juvenile Placement and Aftercare and Youth Services into a single Department of Youth Services.

Cited in the enabling legislation were the following organizational and programmatic needs: 1) developing a single policy direction for juvenile justice; 2) offering a comprehensive array of community-based treatment and prevention programs; 3) combining management structures and supportive functions to avoid duplication and free resources for enhancement of services; 4) eliminating the competition for funding inherent in a two-agency system; and, 5) presenting to the public a consistent and comprehensible system of juvenile justice services. The Youth Services Act created a Policy Board to guide the Department's administration of services and a separate and independent Juvenile Parole Board to determine the time of release for institutionalized juveniles. Descriptions of the two Boards, the Department's organizational components, and the range of services provided are included in following portions of this report.

* Status offenders are juveniles charged with offenses which would not be crimes if committed by an adult such as running away, incorrigibility, and truancy.

In addition to its organizational provisions, the merger legislation embodied several major changes in the juvenile code. It prohibited the commitment of status offenders to the Department except for purposes of evaluation, and it increased from 10 to 12 the minimum age for institutionalization of all other offenders. Age restrictions also were mandated for local jail detention, requiring court orders for 11 and 12 year olds and abolishing confinement for children under the age of 11. Thus, the Youth Services Act of 1981 culminated 12 years of organizational, programmatic and legal reforms by creating a unified Department with the goals of protecting public safety, preventing juvenile crime, and being responsive to the treatment needs of individual youth at all points in the juvenile justice system.

THE STATE BOARD OF YOUTH SERVICES

The State Board of Youth Services governs the Department. It is comprised of one member from each of the state's six Congressional Districts, appointed by the Governor with the advice and consent of the Senate. Additionally, the State Superintendent of Education or his designee serves as an ex-officio voting member and the Supervising Chaplain of the Department as an ex-officio non-voting member. Thus, the State Board has eight members, of whom seven are voting members.

Members serve for terms of five years and until their successors are appointed and qualified. The Board elects from its body a chairman, who serves for one year and cannot succeed himself/herself, a vice chairman and a secretary. Meetings are held monthly.

The Board maintains exclusive responsibility for Departmental policy. It is vested with the authority to hire a Commissioner and delegates to the Commissioner management of Departmental affairs. The Board may enter into agreements with the governing bodies of other state agencies to accomplish more efficient management of programs, negotiate contracts, and expend public monies as necessary within appropriated funds to carry out its responsibilities.

THE JUVENILE PAROLE BOARD

The Juvenile Parole Board is charged with reviewing the progress of juvenile offenders committed to the custody of the Board of Youth Services and deciding to release or revoke release. The Board consists of 10 members appointed by the Governor with the advice and consent of the Senate, including one from each of the six Congressional Districts and four from the state at-large. Members serve four year terms and until their successors are appointed and qualified. The Board elects from its body a chairman, who serves for one year and cannot succeed

himself/herself, a vice chairman and a secretary. Meetings are held at least monthly and as often as necessary to ensure that the case of each juvenile committed to the Department's correctional facilities is considered quarterly, as mandated by law.

The Parole Board has the authority to issue temporary and final discharges or release youth conditionally by prescribing certain conditions for their aftercare. To that end it is mandated to issue written guidelines for release consideration. By law, the Board may order restitution as a condition of release. During fiscal year 1990-91, the Board released 964 juveniles; 789 of these juveniles were placed on conditional release status.

THE DEPARTMENT OF YOUTH SERVICES

The Department of Youth Services is mandated to provide a full range of juvenile justice services, including: crime prevention programs; detention/release screening; intake; probation supervision; aftercare supervision; restitution; community supportive functions including institutional alternatives; predispositional evaluations; institutional treatment and education; and Interstate Compact administration. To respond to these broad responsibilities, the Department is divided into four organizational components: 1) the Commissioner's Office; 2) the Operations Division; 3) the Institutional Division; 4) and the Community Division. The Office of the Commissioner is located on the institutional grounds at 4900 Broad River Road in Columbia. The Department employs more than 1,000 staff members dispersed throughout the state.

COMMISSIONER'S OFFICE

The Commissioner, in conjunction with the State Board of Youth Services, develops and implements Departmental policy. He is charged with ensuring efficient management of the Department, bearing the ultimate responsibility for planning, organization, staffing, budgeting, reporting and day-to-day operations.

The Commissioner is committed to administrative efficiency in order to ensure that DYS resources are concentrated in direct services to children. This year, six regional offices were closed, enabling staff transfers to county offices for "front-line" work in the communities around the state. Faced with budget reductions, DYS absorbed as much as possible through administrative overhead. When DYS reached the point of inability to fill several community vacancies, county managers were directed to carry one-half caseloads. In financial terms, about one million dollars worth of staff resources were shifted from administrative to direct service work.

Cost savings also were actualized when DYS administrative offices located in the downtown Columbia high rent district were moved to the Koger Center Complex. This move had the twofold advantage of placing all centralized administrative functions in

close proximity to one another, while realizing substantial savings of three dollars per square foot on leased space.

Supporting the Commissioner in his administrative role is an Executive Assistant who oversees the day-to-day operations of the Commissioner's Office, coordinates activities which are inter-governmental or legislative in nature, and supervises personnel who perform support functions for the Commissioner's Office, which include internal audit, ombudsman services, and administrative support.

Internal audits are conducted by an Audit Supervisor who initiates and plans financial and performance audits to examine agency fiscal operations and policy, ensuring conformity with state regulations and accepted accounting practices.

Ombudsman services are administered by the Agency Ombudsman who plans, organizes, and directs a system for reporting, receiving, investigating and collecting data on complaints and charges of abuse/neglect made by the agency's offender population. Allegations of abuse/neglect are investigated by the Ombudsman, whose documented findings are reported in writing to the Commissioner and appropriate external authorities. An investigator from the Department's Public Safety Division assists the Ombudsman on an "as needed" basis.

Also functioning within the Commissioner's Office are the Agency's Attorney and the Public Information Director. Because of DYS' inherent involvement in the judicial system, agency staff often require legal advice. The Agency attorney provides legal interpretations, court representation, and legislative review. He is also available to the Boards, the Commissioner, and Agency staff to review proposed policies as they relate to the state and federal law.

Public information activities are carried out by the Public Information Director, who develops press releases, and coordinates all media contacts. The Department is committed to promoting public awareness of juvenile justice programs in South Carolina. To that end, the Public Information Director provides information to stimulate interest in agency activities and increase general knowledge of the Agency's responsibilities, objectives, and policies.

The functions of Chaplaincy and Volunteerism also are under the Commissioner's direct supervision. These functions are critical to the spiritual and emotional well being of DYS' juvenile offender population. Placement of the Chaplains within the Commissioner's Office reflects their recognized role of advocacy on behalf of the incarcerated population.

The Department of Youth Services offers a comprehensive, non-denominational religious program for its juveniles. Under direction of the Supervising Chaplain, Chaplains are assigned to

each of the four institutions. All are seminary graduates with specialized clinical training in working with the emotionally disturbed child.

Juveniles may select from a wide range of religious activities, including formal church services on campus, Sunday School classes, vespers, and religious programs in the community. The juveniles have access to printed religious material subsidized through solicitation of free literature and correspondence Bible study courses. A Chaplain maintains close contact with the child's religious advisor at home to facilitate long-term adjustment upon return to the community. Additionally, Chaplains offer spiritual counseling and are available for consolation to students and their families as well as Agency staff in times of sickness, crisis or death. Chaplains are also involved closely with the Agency's volunteer program.

The Department of Youth Services embraces the concept that volunteers play a vital role in the treatment of juvenile offenders and the general operations of the agency. They are not substitutes for staff members, but they strengthen and enhance existing programs. The Agency is committed to maintaining and expanding a full scale volunteer program which includes recruitment, screening, training, evaluation and recognition.

Within the institutional setting, Chaplains and other staff members utilize volunteers and interns in working with the juveniles. Each year, the Southern Baptist Convention sponsors student summer missionaries from different states to work with youth for ten weeks. Church and civic groups frequently sponsor a housing unit or an entire institution for recreational activities, parties, meals or worship services.

Parallel efforts to maximize volunteerism are underway in the community, where volunteers and interns perform professional services, tutor, counsel, sponsor juveniles and coach sport activities. DYS' recent reorganization of the Community Division centralized the function of volunteer recruitment and utilization. The State Director of Crime Prevention, Intervention and Volunteer Services now oversees volunteer program development, assisted by district level directors in five primary locations: Spartanburg, Greenville, Columbia, Lexington, and Charleston.

Notably, volunteerism at DYS increased during 1990-91 despite the deployment of DYS' institutional Volunteer Coordinator to "Operation Desert Storm" for several months. The Commissioner has maintained an active role in volunteer recruitment through personal appearances before church congregations and civic groups around the state to inspire support for Agency programs.

Table I presents more detailed information about volunteer utilization at the Department of Youth Services during 1990-91,

TABLE I
VOLUNTEER UTILIZATION IN 1990-91

<u>Service Provided</u>	<u>Number of Volunteers</u>	<u>Hours of Service</u>	<u>Dollar Value</u>
Restitution Site Monitors	947	95,727	\$ 861,543
Interns	96	10,203	*
Religious Activities	1,753	9,652	86,868
Mentors/Sponsors	259	5,987	53,883
Peer Leaders/Counselors	27	4,536	*
Foster Grandparents	3	2,400	*
Education	46	1,733	15,597
Student Missionaries	3	1,400	12,600
Recreation	609	1,328	11,592
Professional Services	13	346	3,114
Clerical	2	17	85
Other	<u>283</u>	<u>2,446</u>	<u>22,014</u>
TOTAL	4,041	135,775	\$1,067,296
Merchandise Donated			\$ 39,950
Cash Donations			\$ 26,081

including the type of services rendered, the number of volunteers and hours of service, the total dollar value for volunteer hours as required by the Governor's Office on Volunteerism, and an accounting of merchandise and cash donations.

OPERATIONS DIVISION

The Operations Division furnishes primary support to the Commissioner and the Institutional and Community Divisions of the Department of Youth Services, as well as provides direct juvenile services in the treatment area. Headed by the Deputy Commissioner for Operations, this division encompasses seven key functional areas which are critical to the daily operations of the Department. These areas are Budget Management, Finance, Information Systems, Personnel, Treatment Services, Support Services, and Management Services. The Operations Division is staffed by 177 employees, comprising about 17% of the Departmental work force.

Budget Management

The Budget Section monitors the Agency's overall funding status and coordinates the internal management of funds. This responsibility includes the processing of both internal and external budget transfer requests, and requires frequent coordination with the Budget and Control Board staff. Periodic reports concerning the Department's budget status are prepared and distributed by the Budget Office staff.

This unit must also oversee the functions of a decentralized budget system, comprised of approximately 50 departmental budget managers throughout the state. The Budget Office must insure that accurate, concise, and complete data is provided to those who have been delegated budget authority. A particular challenge in 1990-91 was to operate the Agency in such a way that mandated services and security priorities were addressed while maintaining the 4.7% vacancy rate necessary to keep the budget in balance. Prudent budget management and utilization of resources enabled DYS to provide basic service despite the required higher vacancy rate.

Additionally, the Budget Office provides information and assistance to staffs of the Budget and Control Board, the House Ways and Means Committee, and the Senate Finance Committee during executive and legislative budget deliberations. The Agency Budget Director attends Budget and Control Board and legislative committee meetings to monitor the progress of agency issues and requests and to serve as the Commissioner's representative on budgetary matters.

Finance

The Finance Section provides the Department with a fiscal management system for all funds made available to the Agency.

Finance is composed of two working units, which are Accounting and Purchasing.

Accounting maintains records of expenditures and receipts and manages fiscal aspects of federal grants. Additionally, Accounting processes vouchers for payment of goods and services which have been properly authorized, and meet all Agency and State criteria. This involves frequent contact with the Comptroller General's Office. Accounting also assists representatives of the State Auditor's Office in the preparation of the agency's annual financial audit. DYS has received clean audits for eight consecutive years.

The Purchasing Unit is responsible for the procurement of all goods and services for the agency, including the handling of leases and contracts. Great care is taken to ensure that all procurements are processed in accordance with Agency and State policies and regulations. In this regard, Purchasing assists representatives of the State Auditor's Office in the preparation of the agency's procurement audit, which is completed once every three years. The Department received a rating of "outstanding" on its 3 year audit. As a result, DYS' in-house authorization for purchases was doubled from \$25,000 to \$50,000.

Information Systems

The Information Systems provides a variety of key support services to the Department. The Information Systems section is responsible for systems development, maintenance, and upgrades of the juvenile textual and data systems and the financial information system (SABAR); technical assistance and training to systems users; fixed assets; and provision of mail, copying, and word processing services. The last year saw substantial progress on two related projects that will greatly improve the availability, accuracy and flow of information within DYS: the "paperless" juvenile folder system, and electronic mail capability. These innovations effectively link DYS' administrative offices, institutional programs, residential alternative programs and the forty-six county offices within a communication network. The network provides each user with immediate access to juvenile service files and allows the rapid transfer of juvenile or administrative information from site to site.

Personnel

This section is responsible for a myriad of personnel management functions. They are: classification of positions, employee benefits, agency-wide performance evaluation procedures, recruitment, affirmative action compliance, and all actions pertaining to human resource management, especially those which either directly or indirectly affect an employee's status with the agency. In addition to supporting the management of the agency, Personnel provides employee relations assistance to all staff.

Treatment Services

Treatment Services administers specialized services for juvenile offenders in the Department's Institutional and Community Programs. This Section is comprised of Institutional Psychology, Community Psychology, Medical Services for institutionalized juveniles (including Dental, Nursing, Psychiatric, and Pharmacy), Internal Advocacy, and Revocation Services. An ongoing basic responsibility of Treatment Services is serving as a liaison with the Departments of Mental Health and Mental Retardation to develop cooperative strategies for treating emotionally handicapped and mentally retarded youth. Additionally, increasing emphasis is being placed upon developing and implementing programs designed to help troubled youth overcome problems of alcohol and drug abuse and sexual offending. A wide variety of services are offered both within the institution and at the community level to help young people in trouble change patterns of behavior which impair their ability to become productive, well adjusted, and law abiding members of society.

Support Services Section

The Support Services Section is organized into four units: Physical Plant; Food Services, Warehouse/Laundry; and Administrative Support.

Physical Plant manages permanent improvement projects and provides general maintenance for 105 buildings comprising the four juvenile correctional institutions.

Food Services prepares nutritional meals and special medical diets for the institutional population. The unit provides 700,000 meals and 240,000 snacks annually.

Warehouse services include agency-wide distribution of high volume items, central receiving, and operation of a central gas station. Laundry provides repair and cleaning services. Over 78,000 items of clothing and linen are laundered each year.

Administrative Support provides grounds care, vehicle management, record archives, telecommunications management, and surplus property disposal. Vehicle Management oversees leased vehicles, Agency-owned vehicles, operation of motorpool and a vehicle repair shop certified by the State Division of Motor Vehicle Management. Over a million miles are driven each year in 108 owned vehicles.

Management Services

Management Services provides a variety of key support services to the Department. Under direction of an Executive Assistant, this section includes: Parole, Staff Development, Information Services, Quality Assurance and Grants Coordination, and Special Projects.

Parole

The Parole Section functions as a liaison between DYS and the Board of Juvenile Parole and serves as staff support to the Board. Parole Examiners consult with institutional, community and educational staff in formulating recommendations as to when and under what conditions juveniles should be granted release. The examiners prepare written case information packets and present oral arguments before the Board regarding release consideration for all juveniles committed to DYS. The total number of cases presented to the Board in 1990-91 was 2,711, reflecting a 12.4% increase over 1989-90 (2,414). The preparation of cases is in accordance with written guidelines established pursuant to the Youth Services Act of 1981 and adopted by the Board of Juvenile Parole. These guidelines weigh the seriousness of the committing offense and the juvenile's overall judicial history to assign a presumptive guideline range of months for the institutional commitment. The Parole Board may elect to release a juvenile early or detain him longer than the guidelines when mitigating or aggravating circumstances exist.

The Victim Assistance Program of the Parole Section works with victims of juvenile crime to: help the victim deal with the emotional, physical and financial impact of victimization; explain how parole guidelines are used to determine length of institutionalization and clarify other aspects of juvenile parole process; and offer the victim an opportunity to speak or write to the Board of Juvenile Parole whenever a juvenile offender is being considered for a release.

The staff of the Victim Assistance Program works with institutional and community-based programs, such as restitution, to provide a balanced approach to addressing the overall needs of victims of juvenile crime throughout the state.

Staff Development

This section is responsible for key management functions including: ongoing training of employees, conference planning, new employee orientation, and employee relations. Staff Development offers training programs designed to maximize the effective utilization of Agency personnel resources.

Information Services

Responsibilities of the Information Services Section include: developing the Agency Budget and Permanent Improvement Plans; staffing the Research Committee; preparing the narrative annual report; completing regular statistical reports on DYS' juvenile offender population; monitoring legislative activity daily and through regular written reports; conducting research and evaluation studies to aid the Agency in identifying effective programs and resolving management issues; measuring resource allocations to various service areas through annual computation of

an agency cost model; researching funding sources and administering grant proposals to add resources for new program development throughout the Department; and responding to internal/external information requests.

Quality Assurance and Grant Coordination

Responsibilities of the Quality Assurance and Grant Coordination Section include: providing quality assurance services to Agency staff to improve program effectiveness; participating in external quality assurance programs to enhance technical expertise; providing technical assistance to Agency personnel in grant application preparation; and coordinating Agency grant applications and contracts to ensure proper processing and approval.

Special Projects

The responsibilities of this section are to serve as liaison between DYS and legal counsel by coordinating required meetings and obtaining information relating to the class action lawsuit. The duties of this section also include coordination and/or development of the Agency Strategic Plan, staff development at the Executive Management level, the Market Survey Research Project, the Agency Mission Statement, (Visions and Values Project), and the coordination of American Correctional Association accreditation efforts.

In addition, the Special Projects Section assists other Management Services staff in the development and coordination of the Agency Policy Review Process, develops and presents Staff Development and Training modules as requested by the Director of Staff Development and Training, and assists the Executive Assistant for Management Services in the coordination and planning of assigned special projects for the Agency.

COMMUNITY PROGRAMS

The Community Division, headed by a Deputy Commissioner, administers prevention, diversion, detention/release screening, intake, probation and aftercare supervision, restitution and community-based support services.

One of DYS's most significant accomplishments in 1990-91 was the reorganization of the Community services to eliminate six regional offices around the state. This reorganization equated to a savings of one half million dollars, providing an internal funding basis for initiatives in crime prevention and early intervention by transferring resources from administrative to "front-line" functions.

For management purposes, the state now is divided into three geographic areas which encompass the sixteen judicial circuits. Assistant Deputy Commissioners based in Columbia oversee services

in each of these multi-county areas. Further, each judicial circuit or subdivision thereof is directed by a local Counselor-in-Charge. A total of 349 Agency employees, or approximately one-third of the Agency's work force, are assigned to Community Programs.

Crime Prevention/Early Intervention/Volunteer Services

The goal of Crime Prevention, Early Intervention and Volunteer Services is to implement a community process by which local programs are developed and maintained for: 1) the prevention of juvenile delinquency; 2) the reduction of recidivism within the juvenile justice system; and 3) the protection of the public from juvenile crime. The State Director for Crime Prevention, Early Intervention and Volunteer Services oversees program planning, implementation and evaluation in accordance with the State Delinquency Prevention Plan. Additionally, five District Directors in key locations throughout the state provide programmatic supervision to crime prevention staff located within the state's sixteen judicial circuits.

Local crime prevention staff work with communities to plan and develop crime prevention, early intervention and volunteer service programs relevant to defined, local needs. These programs and activities promote positive youth development within the home, school and the community. The goal of crime prevention is to provide programs that prevent the initial occurrence of illegal behavior and preclude recurrent episodes of juvenile crime for youth who already have had some contact with the system. Current efforts include:

Court Awareness Program - Court Awareness is an educational program directed to fifth and sixth grade students to present the concepts, services and facts of the juvenile justice system. The program emphasizes individual responsibility for decisions and explores the possible consequences of delinquent behavior. A total of 8,560 students statewide participated in FY 1990-91.

Community Forums (Youth: Year 2000 Project) Youth Speakouts - Community forums attracted 380 participants with Youth Speakers serving 875 youth. They are community development projects operational at various sites throughout South Carolina. The goal of the forums is to prepare at-risk youth for personal and economic self-sufficiency in the twenty-first century. The Department's prevention staff provide facilitative leadership, technical assistance and training as needed by project steering committees. This process has the capacity to move a community from talking about the youth at-risk problem, to planning strategically for needed action, and then implementing the local plan for positive change.

Double Dutch is a recreational program which uses competitive events to promote physical fitness, individual effort and team

cooperation, creativity and personal self-confidence for all youth involved. Because of the Department's new emphasis on treatment and crime prevention, group counseling is conducted when teams have free time between competitive events. Double Dutch is a jump-rope program sponsored statewide by the Department with co-sponsorship from Benedict College and the South Carolina Youth Services Foundation. The Department sponsored several teams to represent South Carolina in the World Institutional Double Dutch Championship held at the University of Maryland. Last year, 2,332 youth participated in the Double Dutch program.

Camp Paupi-Win/Junior Counselor Training - Camp Paupi-Win is a week-long summer camp which served 109 eleven to fourteen year old first time offenders in 1990-91. The camp offers a variety of recreational and life skills activities. Additionally, junior counselor training provided the opportunity for 15 former campers to return to Camp Paupi-Win or Camp Paupi-Win Jr. as trained peer leaders.

Camp Paupi-Win Jr. - Through a partnership with the Kellogg Foundation-funded Visions for Youth, the Department conducted a new, week-long summer camp program for 86 eight to ten year old brothers and sisters of current juvenile offenders. Camp Paupi-Win Jr. provides a unique opportunity to work intensively with young people at very high risk for entering the juvenile justice system.

Juveniles and the Law Program (Street Law) - Juveniles and the Law is a ten-week course of instruction in law and citizenship education for juvenile offenders first entering the Family Court. Classes for 10-12 juveniles are taught by trained instructors with judges, police and probation officers serving as community resource persons. In FY 1990-91, this program served 1,118 juveniles.

Parenting Skills Classes - Parenting Skills Classes assist parents in establishing and maintaining a harmonious and law-abiding family environment. The eight to ten week parenting course uses video-based programming and classes based on practical theories of child psychology. Parenting skills classes served 344 parents of high-risk youth.

Twenty-Four Hour Detention/Release Screening

The Department of Youth Services through its Community Programs Division is responsible for determining whether juveniles taken into custody by law enforcement should be detained in jail or released pending court appearance. To accomplish this responsibility in a uniform manner throughout the state, specific criteria define those circumstances which justify detention. These criteria reflect concerns for community protection, an orderly court process, and the safety of the child. Law

Enforcement concurrence is required for release if a child has been charged with a violent crime.

Twenty-four hour statewide coverage has necessitated recruitment of contractual agents for evening, weekend and holiday calls. These agents meet educational and age criteria, are subject to a criminal records check and must complete a twelve hour training program. Answering services, beepers or direct call systems enable prompt communication between Departmental staff/agents and Law Enforcement agencies in each county. Law Enforcement can reasonably expect on-site response by a DYS staff or an agent within one hour of notification.

Through intervention at the front end of the system, the Department is working toward the goal of eliminating jail detention except as a "last resort" alternative when a youth is judged to be dangerous to self or to the community. During fiscal year 1990-91, 4,733 juveniles were screened for preadjudicatory detention, and of those, 2,782 (59%) were released to their parents or other appropriate community placements.

Intake Case Processing

Intake staff are available to provide immediate assistance when a juvenile is taken into custody or brought to the attention of the Family Court. They offer crisis intervention counseling, conduct preliminary interviews with juveniles and their families, and make referrals for youth who exhibit special needs. When a child has been taken into custody, Intake is equipped to seek alternatives to detention or expedite court processing of the case. Law Enforcement accounts for the majority of referrals to Intake, although cases also originate from parents, schools and social service agencies. In South Carolina, school referrals comprise 20% of the total, compared to just 4% nationally.

The database maintained at the State Law Enforcement Division (SLED) to document arrests in South Carolina is one indicator of juvenile delinquency trends at the front end of the juvenile justice system. SLED's figures, which unlike DYS' are calendar year based, indicate substantial changes in degree and type of juvenile involvement in crime across the state. In 1984, there were 26 arrests per 1000 12-17 year olds in South Carolina; by 1990 the figure had jumped to 44 per 1000, an increase of 73%. Between 1987 and 1990, the fastest growing age category for juvenile arrests was 10-12 year olds (+44%). Furthermore, between 1987 and 1990, UCR arrests of juveniles for the UCR violent crimes (murder, forcible rape, robbery or aggravated assault) increased by 29%.

Once a delinquency complaint is filed with the Family Court, DYS Intake staff provide information and recommendations to assist solicitors in making prosecutorial decisions. They also prepare pre-dispositional reports for Family Court Judges to assist in

selection of alternatives for incarcerating children adjudicated delinquent.

Table II presents new cases to the solicitor by county for 1990-91, with a breakdown of cases representing serious and violent offenses*. The state as a whole recorded 21,608 new cases, including 2,831 violent and serious cases. Table III documents statewide trends in delinquency cases over the past five years, during which time all cases increased by 32%, violent and serious cases by an alarming 76%.

Probation and Aftercare

Probation and aftercare counselors supervise youth placed on probation by the Family Court or discharged from institutions on conditional release status by the Juvenile Parole Board. These counselors work with the child and his/her family to establish behavioral guidelines and set treatment objectives in a written treatment plan. Progress in meeting the objectives is monitored through monthly office, home and school visits. Out-referrals are made as necessary to appropriate community programs. In the event that a child on probation must be committed to a correctional facility, the juvenile/counselor relationship is maintained through contact with Parole Examiners at the institutions and on-site visitation.

During 1990-91, the average probation caseload statewide on any given day was 3,670, while that for parole (aftercare) was 481. This community supervision caseload of 4,051 juvenile offenders represents a 19% increase over last year's figure of 3,397. Despite the larger number of juveniles needing supervision, DYS has been forced to maintain high vacancy levels in its county offices due to budget cuts. In order to meet basic service mandates, county managers are now required to carry a one-half caseload. By June, 1991, individual county caseloads averaged 62 juvenile offenders per DYS worker, which is 177% of the state standard.

Restitution

Legislation enacted in 1980 authorized the Family Court and the Juvenile Parole Board to impose restitution in the form of supervised community service or monetary reparation up to the amount of \$500. Accordingly, DYS established a restitution program based on an accountability model which offers services

* Violent and serious offenses include: murder; criminal sexual conduct first and second degree; assault and battery with intent to kill; kidnapping; voluntary manslaughter; armed robbery; arson first degree; burglary first and second degree; drug trafficking; and all additional offenses categorized in the South Carolina Code of Laws as Acts Against Persons.

SOUTH CAROLINA DEPARTMENT OF YOUTH SERVICES

TABLE II

JUVENILES CASES TO THE SOLICITOR

FY 1990 - 91

COUNTY	NEW CASES TO THE SOLICITOR	VIOLENT & SERIOUS CASES TO SOLICITOR	VIOLENT & SERIOUS AS % OF ALL CASES
ABBEVILLE	93	8	9%
AIKEN	817	56	7%
ALLENDALE	94	13	14%
ANDERSON	677	83	12%
BAMBERG	121	24	20%
BARNWELL	70	8	11%
BEAUFORT	341	64	19%
BERKELEY	698	105	15%
CALHOUN	48	9	19%
CHARLESTON	2280	270	12%
CHEROKEE	426	39	9%
CHESTER	142	27	19%
CHESTERFIELD	225	28	12%
CLARENDON	178	21	12%
COLLETON	225	20	9%
DARLINGTON	313	64	20%
DILLON	275	34	12%
DORCHESTER	280	44	16%
EDGEFIELD	30	4	13%
FAIRFIELD	175	39	22%
FLORENCE	1011	163	16%
GEORGETOWN	406	50	12%
GREENVILLE	1420	290	20%
GREENWOOD	515	91	18%
HAMPTON	95	18	19%
HORRY	719	111	15%
JASPER	81	9	11%
KERSHAW	397	41	10%
LANCASTER	583	44	8%
LAURENS	300	49	16%
LEE	117	10	9%
LEXINGTON	1242	124	10%
MCCORMICK	16	4	25%
MARION	391	53	14%
MARLBORO	225	24	11%
NEWBERRY	260	32	12%
OCONEE	132	26	20%
ORANGEBURG	727	55	8%
PICKENS	431	55	13%
RICHLAND	1257	220	18%
SALUDA	36	6	17%
SPARTANBURG	1225	155	18%
SUMTER	586	71	12%
UNION	263	53	20%
WILLIAMSBURG	177	20	11%
YORK	1488	97	7%
TOTAL	21608	2831	13%

TABLE III

JUVENILE CASES — FIVE YEAR TREND

	1986-87	1987-88	1988-89	1989-90	1990-91	%CHANGE 87-91
ALL JUVENILE CASES	16,382	17,865	18,821	19,435	21,608	+32%
VIOLENT/SERIOUS JUVENILE CASES	1,608	1,897	2,098	2,286	2,831	+76%
VIOLENT/SERIOUS AS A % OF JUVENILE CASES	10%	11%	11%	12%	13%	

VIOLENT AND SERIOUS JUVENILE CASES INCREASED AT AN ALARMING RATE OF 76% BETWEEN 1987 AND 1991, INCLUDING 24% IN THE LAST YEAR ALONE. JUVENILE CASES AS A WHOLE INCREASED BY 32% OVER THE FIVE YEAR PERIOD.

responsive to victim, community and offender needs. The Department encourages use of restitution as an alternative to incarceration and as a special or sole condition of probation or parole. Intake counselors may recommend that judges order restitution for probationers, while Community Programs' staff may suggest through counselors that the Parole Board order restitution as a condition of institutional release.

Fire stations, animal shelters, churches, recreation departments and law enforcement agencies are typical of the public and private non-profit organizations recruited as work sites for community service. Some of the sites utilized in 1990-91 included South Congaree and Pelion Fire Departments, Lexington County Animal Shelter, Beaufort County Recreation Department, Port Royal Police Department, Aiken City Recreation Department, Columbia Metro Airport, and Hugo cleanup effort for South Carolina. The Juvenile Restitution Program, Inc., in Charleston, a private non-profit organization, has provided technical assistance to the Department and coordinated efforts in that locale.

During fiscal year 1990-91, 4,509 juveniles were ordered to make restitution for their crimes statewide, an increase of 19% over 1989-90. These included 1,605 in the monetary category and 2,904 in the community service category. The dollar amount ordered was \$372,308, while hours of community service ordered totaled 145,018 statewide. Twenty-five (25) of 46 county offices met the Agency standard that 50% or more eligible juveniles receive restitution orders. Furthermore, a total of 3,131 restitution orders were successfully completed during the 1990-91 reporting period, reflecting a 12% increase over the previous year. These positive outcomes are attributable to a deliberate emphasis on restitution for appropriate offenders over the last three years, as illustrated in Figure 1. Restitution and other forms of offender accountability will continue to receive strong emphasis and close monitoring to ensure maximum utilization under the Agency's reorganized Community Division.

Community Support Services

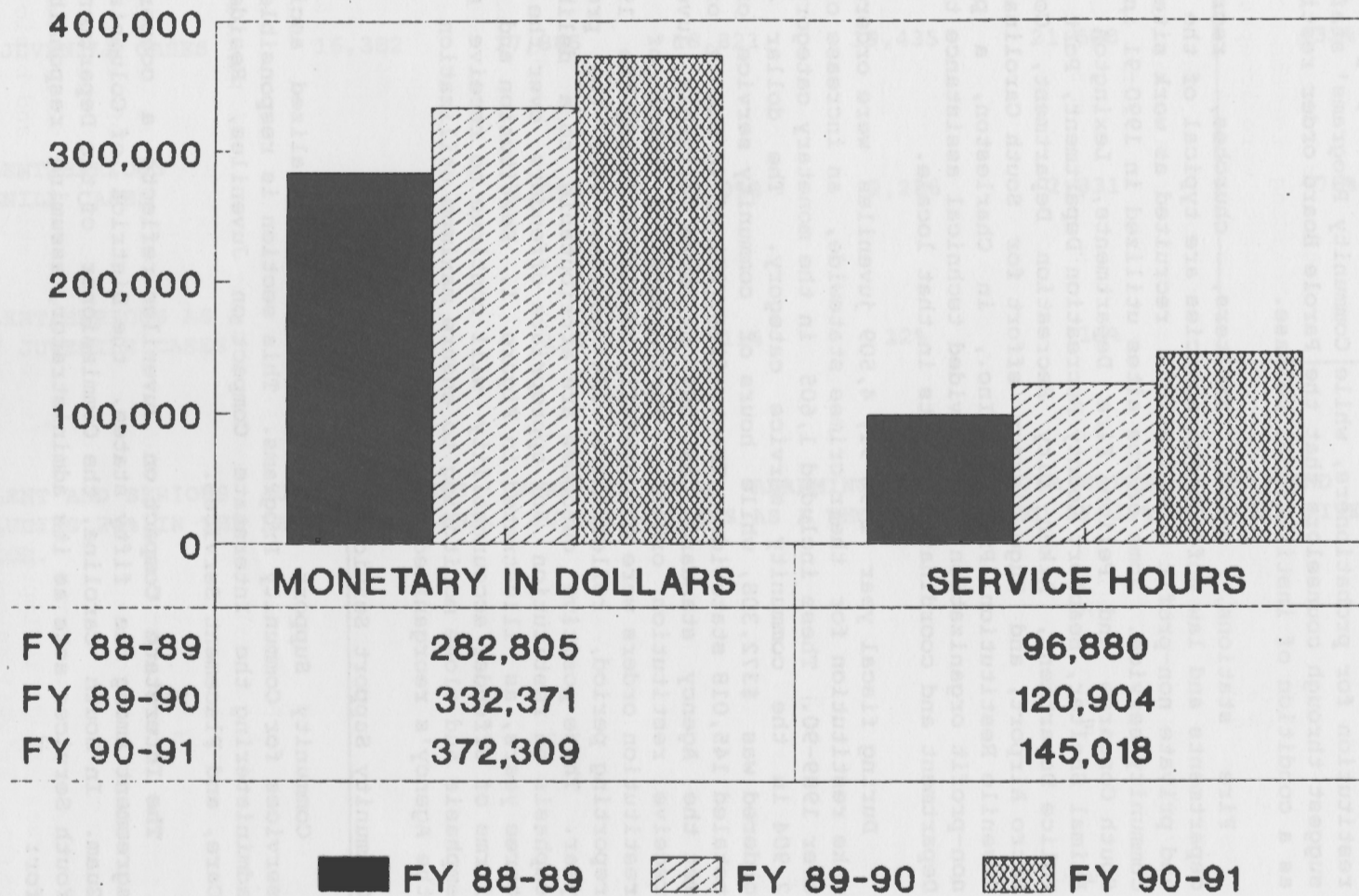
Community Support Services provides specialized ancillary services for Community Programs. This section is responsible for administering the Interstate Compact on Juveniles, Residential Care, and Placement Services.

The Interstate Compact on Juveniles reflects a cooperative agreement among the fifty states, the District of Columbia and Guam. In South Carolina, the Commissioner of the Department of Youth Services acts as its administrator, assuming responsibility for:

1. Cooperative supervision of delinquents on probation or parole;
2. Interstate return of delinquents who have escaped or absconded;

FIGURE 1

RESTITUTION ORDERS FOR JUVENILE OFFENDERS



3. Interstate return of non-delinquent runaways; and
4. Other measures for the protection of juveniles and the public that the states decide to undertake cooperatively.

The Community Programs Division, through its Support Services Section, supervises daily operations relating to the Compact. During 1990-91, 155 probation and parole cases were accepted into South Carolina from other states, while 156 cases from South Carolina were transferred to other states. One hundred seventy-three runaways apprehended in South Carolina were returned to homes out of state, and 124 South Carolina runaways were brought back to this state.

Residential Care oversees five Department-operated group homes and shelters as well as a special intensive program for chronic status offenders. In addition to these Agency group homes, the Department contracts with 15 residential programs throughout the state to provide short and long-term placements. The Department-operated shelters, Hope House and Crossroads, are "walk-in" or self-referral facilities affiliated with the National Runaway Hotline. Hope House is centrally located in Columbia, while Crossroads in Charleston serves mainly the coastal area. These facilities provide normal subsistence requirements, medical care, crisis intervention counseling and general assistance in reuniting children and their families. During 1990-91, Hope House and Crossroads together provided residential services to 500 runaways. A new runaway shelter in Greenville to serve the Piedmont District opened as of July, 1991.

The Departmental group homes are: Charleston Place for males, Greenville Boys Home, and Columbia Group Home, a co-educational facility located in Columbia. These homes provide residential based treatment programs which tap local resources for educational, recreational and health services. The goal during a child's three to six month stay is resolution of those interpersonal conflicts and behavioral problems which impair his/her functioning in the home setting. During 1990-91, 133 children were admitted to agency group homes. Including children in residence on July 1, the homes served a total of 164 children. The shelter and group home programs receive federal support through the Social Services Block Grant and The Runaway and Homeless Youth Act funds.

The Chronic Status Offender Program (CSTOP) is a special, intensive treatment program for the repeat status offender whose needs have not been met in the home community. During their 50-day stay, residents participate in a variety of skills-building courses aimed at improving interpersonal skills and basic life skills, as well as counseling and regular academic work. Family involvement is considered a vital component of treatment, and every effort is made to ensure at least two therapeutic sessions

during the child's stay. During 1990-91, a total of 169 admissions were recorded at the Chronic unit. Including residents in place on July 1, CSTOP served 191 youth. A major impediment to work at CSTOP is the old, dilapidated building which houses the program -- its condition is one of the poorest at DYS, and funds have been requested to replace it.

Placement Services supports intake, probation and parole staff in securing alternative placements for juveniles. Placement Specialists recruit, screen and certify foster families; provide training and counseling assistance; disburse monthly subsistence allowances; and arrange placements on a contractual basis in non-Agency group homes around the state.

During 1990-91, a total of 1,208 contractual placements were made, including 385 to foster care, 427 to contractual group homes, and 396 to Marine Institute Programs.

Community-Based Alternatives

The Department of Youth Services uses Marine Institutes, St. Luke's Center, and Family Preservation Services as alternatives to more costly institutional care.

St. Luke's Center, located in Columbia, is a neighborhood center which provides life skills and restitution opportunities to juvenile offenders while serving as a channel of communication for the community-at-large. Referrals to St. Luke's originate from the Richland County field office. All activities are conducted using group work methods. Groups include life skills, social skills, anger control, and assertiveness training. During FY 1990-91, 367 youth were served in the St. Luke's Center Life Skills programs. St. Luke's outreach efforts within the community also included the teaching of social and life skills to students at Hyatt Park Elementary School.

During the summer of 1991, the St. Luke's staff sponsored a Rites of Passage Program, which addressed the issue of the disproportionate number of minority males who become involved with both the juvenile and adult correctional systems. The purpose of the Rites of Passage Program was to instill a sense of responsibility in participants while promoting self-discipline and self-esteem. Activities included: lectures, workshops, and field trips to South Carolina State College, the Black History Tour of Columbia, and the Old Market area and Fort Moultrie in Charleston.

The Department contracts with the Associated Marine Institutes of Tampa, Florida, to provide five marine institute programs and a wilderness camp in the state. The institutes are located in Charleston, Beaufort, Georgetown, Columbia, and Rimini, which

opened this year. The new Rimini site is in Clarendon County, an economically depressed area of the state that welcomed program activities after many other proposed sites in South Carolina were abandoned because of public opposition. During FY 1990-91, DYS opened its first Wilderness Institute housed at the Old Calvin Bridges Youth Home in Laurens. It is noteworthy that the institutes now have permanent sites, and that each program stays at capacity to the extent of having a waiting list for admission.

Marine Institutes are educational/vocational training programs for older juvenile offenders under the supervision of the Department. These programs work with chronic juvenile offenders and serve as an alternative to placing nonviolent youth in more costly, overcrowded juvenile correctional institutions. Marine Institutes offer a six-month, outdoors-oriented experience. Academics receive emphasis in order to prepare youth for the high school equivalency examination. Students also learn vocational skills including boat maintenance, welding, marine engine repair, seamanship, wildlife management, forestry, and park maintenance. The selection of employment skills varies depending on locale and is guided by input from local industries, the Employment Security Commission, the State Development Board, the Wildlife Commission, and Parks, Recreation and Tourism.

The Marine Institutes' unique mix of outdoor activities, academics and job skills creates a positive learning environment where personal achievement and initiative are rewarded as juveniles experience first hand the value of a strong work ethic. Charleston and Midlands Marine Institutes are day programs serving a co-educational population. The remaining programs are residential, accepting male offenders only. In 1990-91, the institutes received a total of 396 admissions. Eighty-three of these admissions resulted directly from a monthly screening process for eligible institutionalized offenders.

Family Preservation Projects

Recent research by the Department indicated that juveniles institutionalized at a young age are virtually certain to reoffend and maintain continuous contact with the juvenile justice system throughout the period of age eligibility. The programmatic inference from this study for DYS is a need to offer holistic family oriented services for high risk young offenders thereby diminishing out of home placement/institutionalization, which is believed to be a key reason for continued involvement with the juvenile justice system.

Family Preservation Projects are relatively new to South Carolina. Youth Services, in coordination with Mental Health, is building the most widespread program in the state. The Family Preservation program provides direct services in the home of the juvenile. Mental Health workers literally become a part of the family for ten to twelve weeks. Their job is to identify the

source(s) of the dysfunction, assist the family in dealing with its problem(s), teach parents how to cope with the presenting and subsequent problems, be on-call to the family 24 hours per day and guide the family to additional services as necessary. The total program is designed to make the family self-sufficient in dealing with their needs and, above all, to prevent the young juveniles from being placed in institutions or out of the home.

DYS has awarded contracts to Richland-Lexington County Mental Health, the Pee Dee Mental Health and a supplemental contract is being developed with Greenville Mental Health. DYS staff in Charleston are working with "House Calls," a similar project funded by Health and Human Services Finance Act monies.

The contractual programs funded through state appropriations (Richland/Lexington and Florence) presently are restricted to juveniles 13 and under. The programs in Charleston and Greenville have served a broader range of ages. During 1990-91, a total of 76 juveniles and their families were served in family preservation programs.

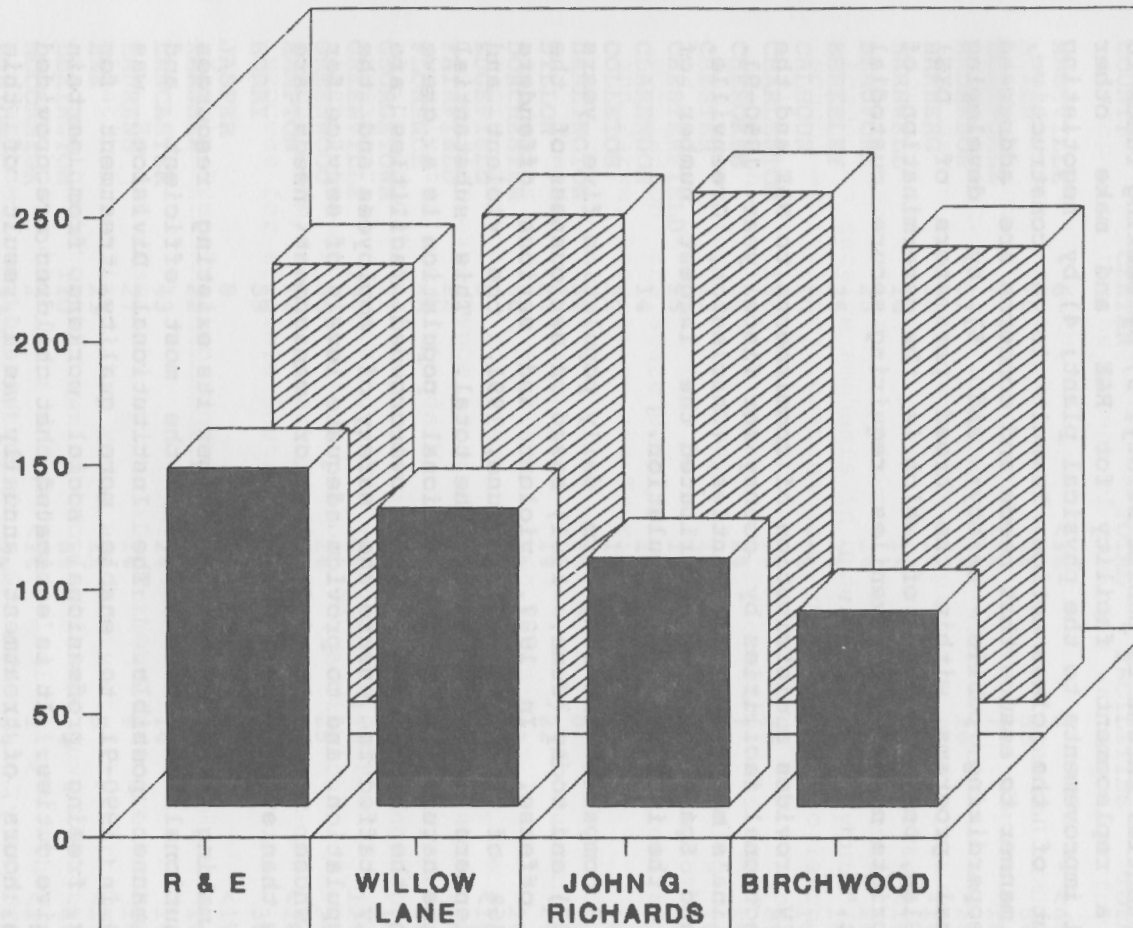
INSTITUTIONAL PROGRAMS



The Institutional Programs Division, headed by a Deputy Commissioner, operates four facilities centrally located in Columbia. The Reception and Evaluation Center (R&E) provides diagnostic services to juvenile offenders temporarily committed by the Family Court, while the three long-term correctional facilities serve juveniles committed on final judicial orders. The Institutional Division also provides recreational, educational and support services for its juvenile population. Security is maintained by the Public Safety Section. Overall, the Division's staff incorporates 524 employees accounting for approximately 50% of the Departmental work force.

During 1990-91, the average daily population of all institutional programs was 808, an increase of 10% over the 1989-90 level. Figure 2 illustrates the extent to which DYS institutional facilities were overcrowded. On "average" days, R&E functioned at 129% of capacity and the long term facilities at 195% of capacity. During peak months, R&E functioned at 168% of capacity (February) and the long term facilities at 212% of capacity (November). Also highlighted is the Birchwood long term facility for violent offenders, which averaged 2.6 times the number of juveniles it should have held according to rated capacity.

These extremes of overcrowding impact negatively on staff and offender safety, the capability of DYS to provide meaningful treatment programs and on the physical condition of the facilities, which are for the most part old and functionally inadequate according to modern standards. A class action lawsuit filed against DYS in 1990-91 underscored the severity of these

FIGURE 2
AVERAGE DAILY POPULATION COMPARED TO
CAPACITY BY INSTITUTION, FY 1990-91



AVERAGE DAILY POP. CAPACITY		R & E	WILLOW LANE	JOHN G. RICHARDS	BIRCHWOOD
		176	196	205	183
		136	120	100	79

problems. The Agency is responding to the overcrowding dilemma and the lawsuit in several ways: 1) by continuing to request additional juvenile correctional officers to ensure appropriate levels of supervision on all shifts; 2) by exploring every feasible alternative in community-based options for non-violent offenders, the aim being to incarcerate only those offenders who pose a substantial threat to public safety; 3) by seeking funds to construct a replacement facility for R&E and make other substantial improvements to the physical plant; 4) by negotiating a settlement of the class action lawsuit in a constructive, forthright manner to assure that needs and concerns are addressed without jeopardizing public safety; and 5) by developing institutional programs within the broad parameters of DYS' Strategic Plan, one objective of which is the determination of "the appropriate number of juveniles requiring secure custodial confinement."

Table IV provides a distribution of commitments to R&E and the three correctional facilities by county for fiscal year 1990-91. South Carolina's most populous counties, (Charleston, Greenville, Richland, and Spartanburg), contributed the largest number of juveniles to the institutional population.

Figure 3 compares the long term daily population five years ago (FY 1987) and today (June, 1991) based on seriousness of the commitment offense. In 1987, violent and serious offenders comprised 36% of the total. In June, 1991, the violent and serious offenders made up 55% of the total. This substantial change in the nature of the institutional population is a grave concern to the Department. DYS' overcrowded facilities are inadequately staffed to ensure the safety of employees and the offender population, and to provide adequate levels of service for juveniles whose treatment and behavior management needs are greater now than ever before.

DYS is making every effort to target its existing resources for institutionalized offenders in the most efficient and effective manner possible. The Institutional Division was reorganized in 1990-91 to enable more quality treatment for children by freeing professional social workers from certain administrative duties. It is estimated that children are provided 10,000 more hours of treatment annually as a result of this reorganization. The Department has begun new programs for sex offenders, and has expanded treatment options for offenders with drug/alcohol problems and those at risk for substance abuse. Figure 4 indicates that escapes declined last year to just four incidents, reflecting a 98% decrease since 1987. This decrease is attributable to a pervasive emphasis on security from upper administrative levels to institutional line staff. These institutional accomplishments are especially noteworthy in a year marked by severe overcrowding, budget cuts, and demands on the time and energy of staff to respond to pending class action litigation.

SOUTH CAROLINA DEPARTMENT OF YOUTH SERVICES

Table IV

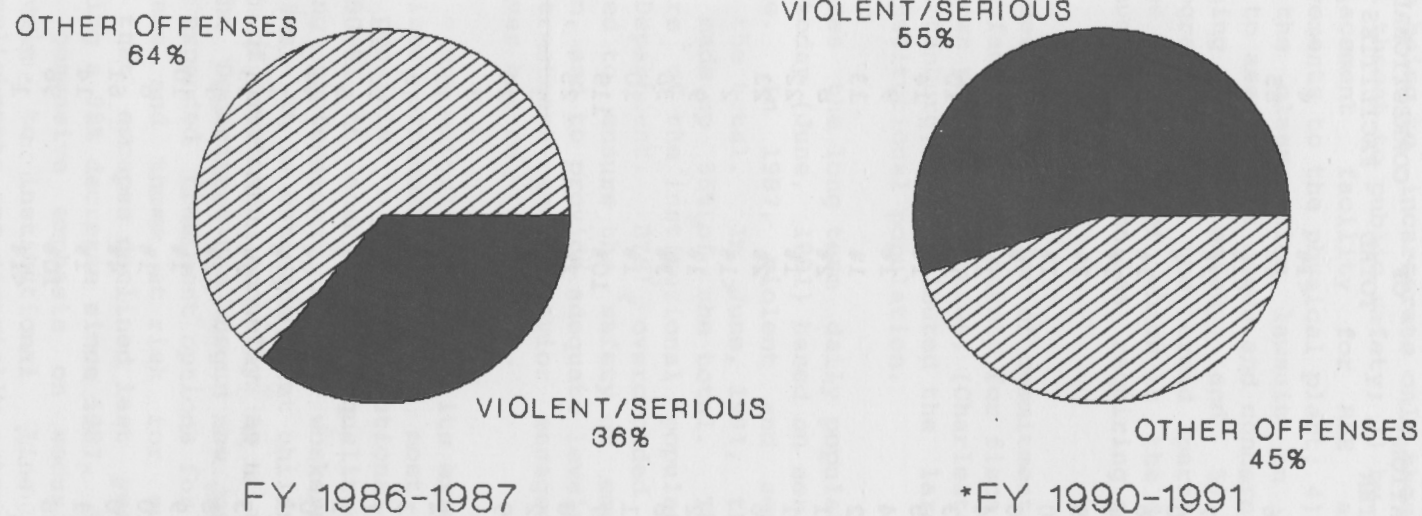
COMMITMENTS TO INSTITUTIONAL PROGRAMS BY COUNTY
FY 1990-91

COUNTY	RECEPTION AND EVALUATION CENTER	PERCENT OF TOTAL	CORRECTIONAL FACILITIES	PERCENT OF TOTAL	COUNTY TOTAL
ABBEVILLE	6	<1%	4	<4%	10
AIKEN	76	4%	55	5%	131
ALLENDALE	7	<1%	7	1%	14
ANDERSON	57	3%	16	2%	73
BAMBERG	10	1%	12	1%	32
BARNWELL	16	1%	4	<1%	20
BEAUFORT	25	1%	10	1%	35
BERKELEY	35	2%	15	1%	50
CALHOUN	10	1%	9	1%	19
CHARLESTON	136	7%	76	8%	212
CHEROKEE	34	2%	7	1%	41
CHESTER	13	1%	10	1%	23
CHESTERFIELD	15	1%	14	1%	29
CLARENDON	14	1%	9	1%	23
COLLETON	22	1%	13	1%	35
DARLINGTON	31	2%	8	1%	39
DILLON	21	1%	22	2%	43
DORCHESTER	36	2%	23	2%	59
EDGEFIELD	5	<1%	2	<1%	7
FAIRFIELD	22	1%	9	1%	31
FLORENCE	58	3%	38	4%	96
GEORGETOWN	21	1%	10	1%	31
GREENVILLE	197	10%	119	12%	316
GREENWOOD	36	2%	25	2%	61
HAMPTON	12	1%	3	<1%	15
HORRY	59	3%	29	3%	88
JASPER	8	<1%	3	<1%	11
KERSHAW	22	1%	11	1%	33
LANCASTER	43	2%	14	1%	57
LAURENS	27	1%	9	1%	36
LEE	21	1%	5	<1%	26
LEXINGTON	120	6%	44	4%	164
MCCORMICK	2	<1%	1	<1%	3
MARION	33	2%	23	2%	56
MARLBORO	38	2%	9	1%	47
NEWBERRY	19	1%	10	1%	29
OCONEE	10	1%	6	1%	16
ORANGEBURG	70	4%	61	6%	131
PICKENS	21	1%	14	1%	35
RICHLAND	188	10%	98	10%	286
SALUDA	4	<1%	1	<1%	5
SPARTANBURG	133	7%	71	7%	204
SUMTER	43	2%	19	2%	62
UNION	24	1%	14	1%	38
WILLIAMSBURG	14	1%	5	<1%	19
YORK	77	4%	31	3%	108
OUT OF STATE	17	1%	8	1%	25
TOTAL	1918	100%	1006	100%	2924

FIGURE 3

VIOLENT AND SERIOUS JUVENILE OFFENDERS IN LONG-TERM FACILITIES

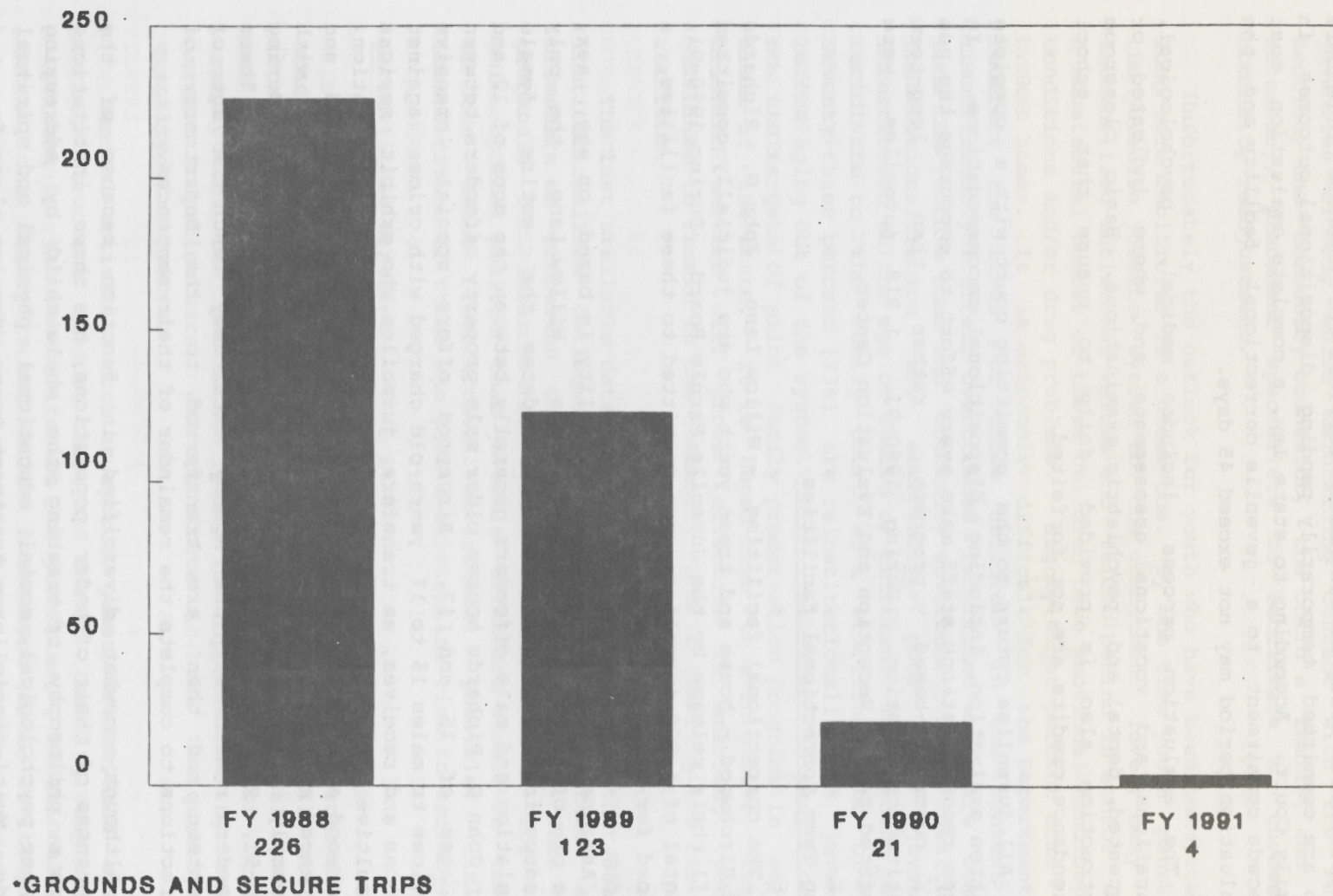
COMPARING 1987 TO 1991



*as of 06/91

FIGURE 4

***ESCAPES FROM DYS INSTITUTIONS 4-YEAR COMPARISON**



Reception and Evaluation Center

The Reception and Evaluation (R&E) Center offers a comprehensive array of diagnostic services for juvenile offenders who are committed temporarily pending dispositional outcomes in Family Court. According to state law, a complete evaluation must precede commitment to a juvenile correctional facility and the evaluation period may not exceed 45 days.

The evaluation process includes medical, psychological, educational and vocational assessments and, where indicated or requested, dental and psychiatric examinations. Basic classroom instruction also is provided daily to ensure that school attendance credits are not forfeited.

All juveniles return to the committing court with a complete written evaluation, including dispositional recommendations. In these recommendations staff make every effort to encourage the use of community-based programs rather than long-term institutionalization. During 1990-91, 1,918 juveniles were admitted to the Reception and Evaluation Center.

Long Term Correctional Facilities

The correctional facilities - Willow Lane, John G. Richards and Birchwood - house and treat youth who are judicially committed until their release by the Juvenile Parole Board. During 1990-91, a total of 1,006 juveniles were committed to these facilities, a record for the modern Department.

Assignment of youth to each facility is based on age, sex, type of offense, and treatment needs. Willow Lane, the only co-educational institution, accommodates the entire female population and male offenders generally between the ages of 12 and 14. John G. Richards houses older male property offenders between the ages of 15 and 17. Birchwood offers special intensive services to males 15 to 17 years old charged with crimes against persons and receives, as transfers, juveniles who exhibit serious assaultive behavior while assigned to another institution. Birchwood also holds the small number of juveniles tried and sentenced as adults under provisions in the law to deal with extremely violent or serious, repetitive behavior. During 1990-91, 21 adult-sentenced offenders were admitted. These offenders remain with the Agency until they reach the age of seventeen and then are transferred to the Department of Corrections to complete the remainder of their sentences.

Although somewhat diversified in function because of the uniqueness of their offender populations, the three institutions share a philosophy of treating the whole child by addressing his/her psychological, social, educational, physical and spiritual needs. Multi-disciplinary treatment teams develop plans for and with the juvenile to overcome specific problems, identify pre-release goals, and prepare the juvenile for community

re-entry. Treatment plans generally reference the acquisition of specific social, academic and vocational skills and development of a realistic self-concept. Team members monitor the progress of juveniles closely while maintaining contact with the Parole Section, the community counselor, the child's family, and when necessary, placement specialists to facilitate a successful community readjustment.

Unfortunately the outlook for youth who have been committed to long term facilities is a bleak one. By the time youth penetrate the juvenile justice system to the commitment level, many have internalized antisocial values and fallen behind in school work. A substantial number of these children have emotional handicapping conditions and/or drug problems. Eighty-eight percent come from broken homes. It is extremely difficult for the Department to redirect the lives of these children in the context of insufficiently staffed, overcrowded facilities which are removed from the youth's home and community environment. The results of institutionalization are especially poor for juveniles incarcerated at the age of twelve or thirteen. These young people recidivate to the Family Court at a startling rate of 93%. Seventy-three percent (73%) are reinstitutionalized as juveniles before aging out of the system. High risk 12 and 13 year olds are now the targets of pilot family preservation programs in certain areas of the state. It is hoped that this intensive, family-oriented service will prove effective in enabling younger juveniles to remain in the community and in lowering the risk to reoffend.

The last available data compiled by DYS revealed that 56% of institutionalized delinquents resurface as convicted adult offenders on probation or in prison by age 21. This dire prognosis for incarcerated youth is the reason for DYS' philosophical position that juvenile offenders should be treated in the least restrictive environment possible, limiting incarceration to those who pose a substantial risk to society.

Recreational Services

Recreation staff conduct general and therapeutic programs for students assigned to the correctional facilities. All students receive these services on a regular basis. Recreational programs are under the supervision of the Facility Director at each institution. The Recreation staff is supplemented by college interns and volunteers, who contribute to both the quality and quantity of services.

General activities such as sports, games, crafts, and special outings structure leisure time and foster learning experiences important to the rehabilitation of juveniles. Additionally, a Recreational Interests and Skills Assessment (RISA) is completed on each youth to guide treatment planning. Therapeutic recreation programs may then be prescribed to meet specific needs of individuals or small groups.

Educational Services

The Department of Youth Services is designated by law as a school district which operates a twelve-month comprehensive educational program for its institutional population. This program is directed by a Superintendent of Education. The Department's Policy Board functions as the Board of Trustees for the district in all administrative matters, including the receipt and expenditure of funds. The State Superintendent of Education, whose designee serves as an ex officio member of the Youth Services Board, administers the standards relating to academic and vocational training staff, including those governing certification of the teaching staff. A Defined Minimum Program for DYS reflects these standards.

The provision of educational services for all students committed to the Department is a vital component of the treatment process. The newly reorganized Willow Lane Middle High School offers sixth, seventh and eighth grade subjects, while Birchwood High School provides secondary level courses. Willow Lane School Annex, located at the Reception and Evaluation Center, conducts an evaluation to assess the student's educational needs and recommends a specific educational plan, while providing basic instruction to ensure the maintenance of attendance credits.

Upon final commitment to a long term facility the student is further evaluated, placed in an individualized program at the Middle School or High School, and allowed to progress at his own pace. The identification of handicapped students for assignment to special education classes is an important aspect of the overall school program. Special education students also are assigned routinely to vocational classes.

The "average" committed juvenile offender is a sixteen year old functioning at the 5th to 6th grade level academically. According to data compiled by DYS, 95% of students entering DYS schools are below grade level in reading, math or both subject areas. Fifty-three percent (53%) of enrollments are assigned to remedial programs and 34% to special education classes.

The broad range of curriculums in DYS schools is designed to meet remedial and regular requirements of: 1) older students who will not be returning to school, but need educational skills; 2) students needing Carnegie unit courses to return to the public schools; and 3) older students who do not plan to return to public school and need GED preparatory course work. During 1990-91, 75 DYS students received GED certificates and two students were awarded high school diplomas.

Adjunct education programs at DYS include marketing education, general educational development, career education, vocational education (including ten trade courses), and Chapter I remedial learning laboratories in the areas of reading and mathematics. Supplemental funding for educational programs is derived federally

through Chapter I and Chapter II monies for disadvantaged youth and the provision of Public Law 94-142 for handicapped juveniles. Additionally, the State Department of Education administers an allotment for library resources.

Another service available to DYS students is provided by the South Carolina Vocational Rehabilitation Department. The Vocational Rehabilitation Facility, located at Birchwood High School, operates a cooperative program between the South Carolina Department of Youth Services and the South Carolina Vocational Rehabilitation Department. The purpose of this program is to provide vocational rehabilitation services to youth with disabilities who are committed to the South Carolina Department of Youth Services. The program provides vocational assessment, career counseling, and adjustment services necessary for the development of skills and behaviors that will enable these youth to move into competitive employment. The information gathered in assessment is also provided to DYS school guidance counselors, social workers, and teachers. It is noteworthy that 290 juveniles released last year by the Department transferred to community VR programs for a continuation of services.

Security concerns receive the same emphasis in DYS schools as they do in other institutional programs. Since 1989-90, security staff have been assigned to the school buildings in order to ensure a safe, orderly learning environment for teachers and the juveniles under their supervision. This change was received enthusiastically by the staff, and has resulted in fewer incidents and interruptions during the school day.

Education is a chronically underfunded program area, because EIA-mandated annual salary increases for teachers have not been fully met in state appropriations. The result was a net loss in funded positions, in order to maintain the required salary levels. This loss of positions, coupled with an increasing institutional population, has resulted in numerous instances where teacher/student ratios exceed the requirements of DYS' Defined Minimum Program. In 1990-91, two DYS schools were placed on "probation" status, and a third on "warned" status by the State Department of Education. A portion of this problem relates to funding formulas for EIA and EFA monies, which are based on 30:1 student/teacher ratios rather than DYS' mandated 16:1 ratio. DYS has worked to address these deficiencies internally through a restructuring of curriculum offerings and the filling of key vacancies at the close of the fiscal year. DYS was successful this year in securing STEP increases for its teachers by Proviso to the State Appropriations Act.

During 1990-91, DYS Education staff engaged in a self-assessment and planning process whereby alternative models for institutional education programs were considered. This resulted in the recommendation to implement a Cities-In-Schools pilot program on institutional grounds. Staff moved forward with enthusiasm on this project, receiving technical assistance from

Cities-In-Schools Columbia, Inc. A DYS/CIS model program will open early in 1991-92, the first such program in the nation to operate in a juvenile correctional facility. DYS/CIS will be housed in space which will become available when the Maximum Security Unit at Willow Lane Institution is closed.

DYS also is working to improve the quality and variety of its vocational programs. The agency was named as one of 11 sites in the nation to receive federal technical assistance in locating an industry on institutional grounds. The industrial site will be supported by a labor force of older, wage earning students whose work will empower them to meet restitution and family obligations and to accumulate savings for their needs upon return to the community. The students will learn specific and general work skills in a context that reinforces the relationship between hard work, the work ethic, economic independence and self-worth. In conjunction with this effort to attract a private industry job site, DYS is assessing its own vocational course offerings to improve their productivity. Also in the planning stage is a student-operated truck farm on DYS property.

Public Safety

The functions of the Public Safety Division include: perimeter security of the institutions, internal security, employee identification and background checks, student identification, transportation and emergency preparedness.

Public Safety Officers provide twenty-four hour surveillance and with assistance from the State Law Enforcement Division and local authorities, apprehend juveniles who escape. In August 1989, construction of a secure perimeter fencing for DYS' institutional grounds was completed. This physical barrier, combined with specialized staff training and an everyday emphasis on security issues within the Institutional Division has resulted in a dramatic decrease in escapes from 226 in 1987-88 to only 4 in 1990-91 (-98%).

The Identification Unit of Public Safety fingerprints and photographs all juveniles at institutional intake. These records are retained for a reasonable period and then destroyed if the juvenile does not return to Agency custody. It also provides employee identification cards and other data as necessary.

Public Safety also directs emergency preparedness, including staff response to man-made or natural disasters. Examples of situations which might require activation of the emergency preparedness plan include: potential mass arrests of children, weather-related emergencies and institutional disturbances.

PROGRAM PRIORITIES, STANDARDS, AND EFFECTIVENESS OF PERFORMANCE

On Table V (pp 41 to 46) are listed DYS' fifteen (15) major program areas in priority order. These priorities correspond to the Agency's broad goals of: 1) Protection of the Public; 2)

Primary Crime Prevention; and 3) Juvenile Offender Rehabilitation. The priorities also include services that DYS is mandated to provide in support of South Carolina's Family Court system and as the sole state agency for juvenile justice administration. All listed priorities reflect mandated functions or supportive mechanisms essential to carrying out these responsibilities.

The Department's highest priority encompasses the basic subsistence, medical care and educational needs of its incarcerated juvenile offenders. The extent to which DYS is able to meet basic professional standards in this area is an index of South Carolina's commitment to human care for children who are not at liberty to change their custodial/legal status. DYS' antiquated, obsolete physical plant, the high population levels within institutional programs, and the chronic underfunding of medical services have resulted in a failure to meet many basic standards for juvenile correctional facilities and the medical services area. DYS repeatedly has requested funds to address deficiencies in its annual Budget Request and the Overall Permanent Improvement Plan. The serious nature of these issues is underscored by a class action lawsuit filed against the Department in December, 1990, and under negotiation as of this writing.

An area in which the Agency has shown positive results is basic education, as measured by the success rate for institutional students who take the High School Equivalency Examination. The standard for proportion passing the exam was set at 75%. This standard was substantially exceeded, at 87%, for DYS students who took the GED in 1990-91.

Priority #2, Institutional Security, reflects DYS' strong commitment to public safety and to easing the expressed concerns of citizens who live and work in areas bordering the institutional programs. The security measure is escapes as a proportion of juveniles incarcerated. Following completion of the perimeter fence, in August, 1989, the Commissioner set security and control as DYS' uppermost institutional priorities. To this end, new security policies were proposed by staff and adopted by the Board of Youth Services, special training has been conducted, and security alertness has been made a daily issue for all employees. As a result of this continuous effort, the 10% standard has been substantially exceeded -- the Department recorded only four (4) escapes in 1990-91, representing less than one percent (<1%) of all juveniles incarcerated during the period.

Primary crime prevention, placed as Priority #3, is a newly operationalized program area to which substantial Community Division resources have been directed through a comprehensive reorganization of manpower and responsibilities. Measures to assess the effectiveness of crime prevention initiatives are under development for reporting by 1991-92.

Priority #4, Alternatives to Institutions, reflects the Department's knowledge that institutional programs, while

necessary, are the least cost efficient of all Agency endeavors and also are the least effective in long range results. The Agency therefore has been investing substantial resources and energies in alternative community-based programs for all but the most violent and repetitive offenders. The potential problem area that all program "alternatives" face is commonly described "widening the net": rather than program space being filled with institution-bound youth, the population may be filled with juveniles who probably would not have been incarcerated in the first place.

The measure selected for effectiveness of alternative programs, therefore, involves the comparison of juveniles in alternative settings to the institutional population on certain basic criteria having to do with offense severity, repetitiveness of delinquent behavior, and institutional history. It was determined that 60% of youth in alternative programs for older juveniles should meet at least two of the defined criteria in order to be considered institution-bound at the time of placement. For younger juveniles (12/13 year olds) who have not yet had the opportunity to develop a chronic record, it was determined that 60% should meet at least one criterion. DYS' alternative programs, Marine Institutes and group homes for older youth and Family Preservation for younger juveniles, met the established standards.

Priority #5, Probation/Aftercare Supervision (with Restitution as an adjunct) is a basic responsibility of the Agency affecting, at the probation level, 6,000-7,000 juvenile offenders each year. Incorporated with supervision is restitution, a requirement frequently attached to probation orders. The effectiveness of probation/aftercare supervision is measured by the number of juveniles on probation at any time during the fiscal year who have a violation or a new offense referral to court during that same period. The 1990-91 figure is 31%. A standard will be set to measure improvement over baseline after two to three years of reporting.

Restitution programs available throughout South Carolina reflect the Agency's strong commitment to offender accountability and accountability to the victims of juvenile crime. The Agency standard requires that 50% of eligible youth receive restitution orders for monetary payments or community service hours as a part of the case disposition. Twenty-five of 46 counties met or exceeded this standard. The statewide average for all counties was 51%, a substantial increase over 41% in 1990-91.

Priority #6, Diversion Programs, is high on the list based on the knowledge that frequency of contact with the juvenile justice system and the degree of penetration are variables associated with recidivism at the juvenile and adult levels. The object of diversion programs is to treat first time and minor offenders without formal processing, adjudication or supervision/incarceration. Diversion is an early intervention

strategy whose purpose is to keep offenders from recycling through the system to their own and society's detriment. The effectiveness of diversion programs is measured by the recidivism of juveniles referred, either by processing of the original charge through court because the youth failed to complete the program, or by a new referral in the same fiscal year. This recidivism rate was 18% in 1990-91. A standard to measure improvement will be set after 2-3 years of data collection.

Priority #7 is Parole, with Victim Assistance as an adjunct function. DYS' parole examiners are first and foremost the staff of the Juvenile Parole Board. The effectiveness measure of their work in preparing and presenting cases is the confidence that Board Members have in their release recommendations; in other words, the degree of Board concurrence with the staff's recommendation. In FY 1990-91 the Juvenile Parole Board concurred with the DYS staff recommendation 95% of the time.

The Victim Assistance Program within Parole reflects the Agency's commitment to the rights of victims of juvenile crime. The effectiveness measure is the proportion of violent/serious crime victims provided the opportunity for input into the Parole process. The Victim Assistance Program mailed information to 100% of victims in 1990-91, failing to contact only those who had moved and left no traceable information as to whereabouts.

Priority #8, Diagnostics/Evaluations, reflects DYS' statutory mandate to provide complete predispositional evaluations of juveniles when so ordered by the Family Court. Effectiveness is measured according to the concurrence rate between recommendations by DYS evaluation staff and actual judicial disposition for the most basic dispositions of probation and commitment to a long term facility. DYS' performance on this variable will next be measured in 1991-92.

Intake services for delinquency cases in the Family Courts is Priority #9. This mandated function of DYS results in a recommendation to the Solicitor on whether or not to prosecute the case. Intake is the level at which appropriate cases can be diverted to non-judicial program options. The effectiveness of Intake work is indicated by the degree to which solicitor actions concur with staff recommendations. The standard has been set at 80%. Based on extensive information from six representative counties in conjunction with the pilot testing of a classification system, concurrence is achieved 82% of the time, meeting the established standard.

Priority #10, "Administration," reflects the essential supportive work of Finance, Computer Services, Personnel and Planning/Program Evaluation in maintaining efficiency and effectiveness across Agency program areas. The success of these support functions is reflected in DYS' performance at the various program levels.

Priority #11 is Institutional Treatment Programs, including adjunct educational services. Educational programs beyond the most basic level (see Priority #1) are measured for effectiveness by the extent to which they meet all applicable defined minimum program standards on curriculum, class size and student/teacher ratios. In 1990-91, State Department of Education audits revealed deficiencies in these areas resulting in two agency schools receiving "probation" status and a third program receiving "warned" status. Therefore, the Agency did not meet the standard for 1990-91. By the close of 1990-91, DYS had adjusted curriculum offerings and hired additional staff to correct most cited deficiencies. The effectiveness of other treatment programs at the institutional level is measured by institutional recidivism against the standard of a 30% readmission rate. DYS met this standard with an institutional readmission rate of 30% for 1990-91.

Priority #12 is adjunct programs, which are used to extend service options for juvenile offenders beyond the scope of DYS operations. These external programs are expected to develop and maintain their own standards for efficiency/effectiveness.

Priority #13 is DYS' program of runaway shelters, reflecting agency, state and federal attention to the issue of runaway and homeless youth. Effectiveness in these programs is measured by the rate at which juveniles return home or go into placement following services, as opposed to reentering the community unsupervised. The standard was set at 80%. DYS runaway shelters substantially exceeded this standard when last measured in 1989-90, recording a 90% rate of favorable case dispositions. Measurement will be repeated in 1991-92.

Ranked 14th is the Interstate Compact function. In this cooperative agreement among the states, it is important that South Carolina maintain a balance between supervision responsibilities assumed for other states and responsibilities turned over to other states. The standard set was a 1:1 ratio. DYS met this standard.

Priority #15 is detention/release screening, reflecting DYS' commitment to the goal of minimizing the preadjudicatory detention of accused juvenile offenders in adult jails. The effectiveness of DYS' screening procedure is measured by the proportion of intakes detained (excepting truancy-related intakes which are unlikely for detention since they are unlawful), measured against the national detention rate as a standard (17%). DYS' performance in 1990-91 was a detention rate of 11%, substantially exceeding the standard.

SOUTH CAROLINA DEPARTMENT OF YOUTH SERVICES

Table V

Program Priorities, Standards and Effectiveness of Performance

FY 1990-91

Page 1

Priority Number	Program Description	Effectiveness Measure(s)	Standard	Effectiveness of Performance 1990-91
1	Institutional Care:			
	a. Food Service	ACA Accreditation	Meets ACA accreditation	Did not meet many basic standards. Programs operated at 175% of capacity and with insufficient medical staff.
	b. Housing	Standards-Other	and professional standards for physical plant, food svc., health care.	
	c. Medical	Professional Standards		
	d. Basic Education	Proportion Passing GED	75%	Substantially exceeded standard. 87% passed the GED exam.
2	Institutional Security	Escapes as a % of juveniles incarcerated	Less than 10% of incarcerated juveniles	Substantially exceeded standard. The 4 escapes in 1990-91 represented only 1/10 of one percent of the incarcerated population.
3	Primary Crime Prevention	To be established by 1991-92.	To be established by 1991-92.	(New for 1991-92)

SOUTH CAROLINA DEPARTMENT OF YOUTH SERVICES

Table V

Program Priorities, Standards and Effectiveness of Performance

FY 1990-91

Page 2

Priority Number	Program Description	Effectiveness Measure(s)	Standard	Effectiveness of Performance 1990-91
4	Alternatives to Institutions	Proportion of population that is "institution-bound."	60% of Marine Institute and group home admissions meet <u>two</u> criteria. 60% of 12/13 year olds in state-funded family preservation meet <u>one</u> criteria: a. two prior referrals b. one prior adjudication c. R&E commitment d. offense score = 7+ e. prior institutionalization	Met standard. 63% of admissions to Marine Institute and group home admissions met at least two of these criteria. 63% of family preservation clients (Richland County Program) met one criteria.
5	Probation After-care Supervision with	Recidivism rate within the fiscal year by rules violation/new referral for juveniles under supervision in 89-90.	To be established after data has been run for two to three years.	31%

SOUTH CAROLINA DEPARTMENT OF YOUTH SERVICES

Table V

Program Priorities, Standards and Effectiveness of Performance

FY 1990-91

Page 3

Priority Number	Program Description	Effectiveness Measure(s)	Standard	Effectiveness of Performance 1990-91
	Restitution	Proportion of eligible juvenile offenders ordered to make restitution.	50%	Met or exceeded standard-25 counties. State average = 51% up from 41% in 1989-90.
6	Diversion Programs	Recidivism rate within the fiscal year for juveniles referred to diversion programs.	To be established after data has been run for 2-3 years.	18%
7	Parole with	Concurrence between Parole's recommendation and Board's action.	90%	Met standard. The concurrence rate was 95%.
	Victim Assistance	Violent/serious crime victims provided opportunity for input.	90%	Met standard. 100% of violent/serious crime victims were notified by mail.
8	Diagnostics/Evaluations	Concurrence rate between R&E recommendations and judicial dispositions where probation or commitment is the recommendation.	75%	Will be measured again in 1991-92. Last available figure was 84% (1989-90).

SOUTH CAROLINA DEPARTMENT OF YOUTH SERVICES

Table V

Program Priorities, Standards and Effectiveness of Performance

FY 1990-91

Page 4

Priority Number	Program Description	Effectiveness Measure(s)	Standard	Effectiveness of Performance 1990-91
9	Intake	Concurrence between intake workers' recommendations and Solicitor's decisions.	80%	Based on pilot testing a classification system in six typical counties, the concurrence rate of Solicitor's decision to DYS Intake recommendations is 82%.
10	Administration	-----	-----	-----
	a. Finance	The effectiveness of support services is reflected in performance at the program level.		
	b. Computer Services			
	c. Personnel			
	d. Planning/Program Evaluation			
11	Institutional Programs			
	a. Adjunct Education	Compliance with Defined Minimum Program.	Meets all provisions for curriculum, class size and student/teacher ratio.	Did not meet standard. Birchwood High School and Willow Lane Annex are on probation; Willow Lane Middle School is on warned status.

SOUTH CAROLINA DEPARTMENT OF YOUTH SERVICES

Table V

Program Priorities, Standards and Effectiveness of Performance

FY 1990-91

Page 5

Priority Number	Program Description	Effectiveness Measure(s)	Standard	Effectiveness of Performance 1990-91
	b. Counseling	Readmission rate for correctional facilities.	30%	Met standard-The proportion of institutional commitments who were re-admissions in FY 90-91 = 30%.
	c. Sex Offender Treatment	Proportion of identified juveniles placed in program.	To be set in 1991-92	To be measured in 1991-92
	d. Drug Treatment			
12	Adjunct Programs	-----	-----	-----
13	Runaway Programs	Proportion of runaways returned home or placed	80%	When last measured in 1989-90, 90% of runaways were returned home or placed. This will be checked again in 1991-92
14	Interstate Compact	Relative equity between juvenile supervision cases accepted into SC and those taken by other states.	Approximates a 1:1 ratio	Met standard--155 into SC/156 to other states--1 to 1 ratio.

SOUTH CAROLINA DEPARTMENT OF YOUTH SERVICES

Table V

Program Priorities, Standards and Effectiveness of Performance

FY 1990-91

Page 6

Priority Number	Program Description	Effectiveness Measure(s)	Standard	Effectiveness of Performance 1990-91
15	Detention Screening	Percent of intake cases detained before adjudication excluding truancy/contempt	Less than national rate (17%)	Substantially exceeded standard--11% of eligible cases were detained.
16	Administration	Is reflected in performance at the program level.	30%	Did not meet standard. Birchwood High School and Willow Lane Academy are on probation; Willow Lane High School is on warned status.
17	Services	Is reflected in performance at the program level.	30%	Did not meet standard. Birchwood High School and Willow Lane Academy are on probation; Willow Lane High School is on warned status.
18	Personnel	Is reflected in performance at the program level.	30%	Did not meet standard. Birchwood High School and Willow Lane Academy are on probation; Willow Lane High School is on warned status.
19	Planning/Program	Is reflected in performance at the program level.	30%	Did not meet standard. Birchwood High School and Willow Lane Academy are on probation; Willow Lane High School is on warned status.
20	Evaluation	Is reflected in performance at the program level.	30%	Did not meet standard. Birchwood High School and Willow Lane Academy are on probation; Willow Lane High School is on warned status.
21	Compliance with Defined Ministry Program	Is reflected in performance at the program level.	30%	Did not meet standard. Birchwood High School and Willow Lane Academy are on probation; Willow Lane High School is on warned status.

Page 6

South Carolina Department of Youth Services

COST EFFICIENCY BY MAJOR PROGRAM AREA

Table VI presents efficiency data for DYS' major programs expressed as average annual cost per juvenile. It is the Agency's position that cost efficiency is achieved only to the extent that programs are able to maintain or improve their effectiveness. The figures in Table V are total costs derived by allocating all indirect expenditures for administrative and support functions to the direct service program areas where juvenile offenders receive supervision and treatment. These costs are based on 1989-90 expenditures; they are not expected to change substantially when computed for 1990-91.

The cost of institutional care, supervision, treatment and education for juvenile offenders approximates \$30,500 per year per resident. This figure argues compellingly in favor of community alternatives, which average \$21,000 per year per offender, a reduction of about 31% compared to institutionalization. Probation/aftercare supervision, including oversight of restitution obligations, costs just over \$1,800 annually per child. The intake function, which also takes in diversion and detention screening, costs \$190 per juvenile processed. The cost of an evaluation at DYS' R&E Center runs about \$25,500 annually or \$2,125 for the average one-month stay.

ACCOMPLISHMENTS IN FISCAL YEAR 1990-91

Fiscal year 1990-91 presented a true challenge to state agencies, most of which faced increasing demands for services with a diminished funding base. Cuts to the DYS budget necessitated that vacancies be held open, leaving critical positions unfilled around the state. Additionally, the work force adapted to temporary disruptions when Operation Desert Storm required the services of many DYS employees. It was a year of belt-tightening and looking inward for ways to maximize efficiency and effectiveness based on existing resources. To that end, DYS is pleased to report as major accomplishments:

- * The closing of six regional offices, transferring staff to front-line work in communities all over the state. The actual value of resources redirected to local programs was a half-million dollars;
- * The relocation of several central administrative offices from the downtown, high-rent district to the St. Andrews area, placing key offices in closer proximity to the Agency's Broad River Road complex while saving three dollars per square foot on leased space; and

* For example, a reduction in the annual cost per juvenile of institutional care because of high population levels does not constitute efficiency if overcrowding, which compromises basic treatment and safety standards, is the reason.

SOUTH CAROLINA DEPARTMENT OF YOUTH SERVICES

TABLE VI
COST EFFICIENCY BY MAJOR PROGRAM AREA

Program Area	Average Annual Cost Per Juvenile **	Priority # From Table IV
Institutional Care, Security, Treatment	\$22,869	1, 2, 7, 11*
Education	\$ 7,592 \$30,461	
Alternatives to Institutions	\$21,157	4*
Probation/Aftercare (Restitution)	\$ 1,809	5*
Intake (Diversion; Detention Screening)	\$ 190 per juvenile processed	6, 9, 15*
Diagnostics/Evaluations (R&E)	\$25,467	8*

* The cost figures shown reflect these priorities in their entirety plus a portion of Priority #10, Administration.

** Costs are based on 1989-90 expenditures; they are not expected to change substantially in 1990-91.

- * An increase in volunteer participation, even though DYS' Volunteer Coordinator spent several months in Saudi Arabia. During the year, DYS' Commissioner spoke personally to church and civic groups around the state inspiring new interest in volunteerism for the Department.

DYS also is engaged in a strategic planning and self-assessment process that has identified three basic principles to guide the Agency in program development for juvenile offenders. The three principles are stated below:

- 1) The only children who should be incarcerated in secure, central institutions are those which pose a threat to public safety and serious property offenders with career criminal patterns;
- 2) All other troubled children should be treated in local communities with programs specifically designed to meet their needs and those of their families; and
- 3) When judges feel children must be incarcerated, they should receive adequate services in safe, modern facilities that are conducive to habilitation and/or rehabilitation efforts.

Pursuant to the first principle of limiting juvenile imprisonment, the Department has:

- * Initiated an unprecedented Statewide juvenile crime prevention program following reorganization of the Community Division last August to eliminate all regional offices. This reorganization allowed DYS to shift over \$500,000 in resources from administrative work into crime prevention programs directly involving high risk juveniles.
- * Begun testing innovative ideas in areas like truancy prevention and parental counseling, as well as a new program for the special needs of black males.
- * Sought and obtained legislative approval to use certain funds to eventually get virtually all status offenders out of DYS institutions. The Agency is now in the process of establishing a new group home complex in Columbia which will house most of the status offenders who otherwise would be in institutions.
- * Negotiated with other agencies to develop a treatment program elsewhere for seriously emotionally disturbed children who should not be in DYS facilities. There now is a plan to provide a quality treatment program for these special needs children; implementation hinges on securing 27% matching funds from Medicaid.

In reference to the second principle of community based services for children, the Department has:

- * Located permanent sites for six Marine/Wilderness Programs and placed children in each of them. A waiting list exists for all programs.
- * Established and/or helped start four Family Preservation Programs for 12 and 13 year-olds. DYS also is obtaining grant funds which will allow the implementation of two more programs.
- * Expanded the use of restitution from 41% of eligible children last fiscal year to 51% in 1990-91.
- * Conducted the first summer camp specifically for younger siblings of children who are already in trouble. These children, ages 8-11, attended a week-long camp, and follow-up activities are being provided. Younger siblings are an important focus for prevention programs, since a key predictor for delinquent behavior is having an older brother or sister who is delinquent.

As for the third principle, relating to institutionalized juveniles:

- * DYS has begun new sex offender treatment programs, and expanded alcohol and drug treatment efforts.
- * The Institutional Division has been reorganized to enable more treatment of children by freeing staff from administrative duties. By changing social workers' duties so they could spend more time working with children, DYS institutional programs are providing 10,000 more hours of treatment annually. DYS also is developing ways to integrate its educational and treatment programs, thereby maximizing current resources.
- * The Correctional Officer and Public Safety staff continue to do a great job, under new policies, of ensuring a safer environment for staff to educate and treat children effectively. (Escapes have dropped from 226 three years ago to 4 last year; 2 of the 4 were from the grounds, while the other 2 were from secure trips off the grounds.

A number of other new ideas, such as those concerning early intervention with families, volunteer and mentoring programs, innovations in education, and staff training, are now being considered. All are being guided by the three principles enumerated above.

GOALS AND STRATEGIES FOR 1990-91

The Department of Youth Services is willing to explore every possible means toward being a better, more efficient agency. In 1990-91, a strategic planning process was undertaken to establish direction for positive change in the Agency over the next five years. Complete details of the strategic plan will be made available to the public once DYS' Policy Board has approved its content. At this time, six major objectives defined by the plan are being carried out within the Agency.

OBJECTIVE 1 IS AGENCY ASSESSMENT. Pursuant to Objective 1, the Department is: undergoing a thorough review of its management structure to determine internal capabilities for meeting the future objectives identified in the plan; examining offender population trends to determine the number of juveniles requiring secure custodial confinement and set reasonable capacity limits; generating a simplified, consolidated Agency policy manual; instituting a team approach to review core programs for cost/benefit, capacity limits, staffing and funding; developing the means to implement third party and/or direct fee capability in order to maximize revenue available to the Department; and reviewing educational offerings to determine students' skill levels and potential to enter the workforce.

OBJECTIVE 2 IS HUMAN RESOURCES. Pursuant to Objective 2, DYS is: developing a statewide employee suggestion program; establishing a comprehensive employee development program; initiating an incentive compensation system; evaluating employee morale; and promoting within the workforce a focus on customer service/product quality.

OBJECTIVE 3 IS NEW PROJECTS. Pursuant to Objective 3, DYS is: using a team approach to identify new programs for consideration, especially in the area of crime prevention; implementing a comprehensive computer based system to monitor case management; establishing a quality assurance function to review existing programs and monitor lawsuit issues; restructuring the intake process to ensure standardized practices across the state based on an assessment of each juvenile's risk and needs; establishing individualized treatment programs for juveniles responsive to risk levels and defined needs; and establishing a comprehensive behavioral management program for juveniles that is uniform across program areas.

OBJECTIVE 4 IS ACCOUNTABILITY. Pursuant to Objective 4, DYS is: establishing a code of ethics for employees and agents; and developing a means to measure cost/benefit in all program areas.

OBJECTIVE 5 IS STRATEGIC ALLIANCES. Pursuant to Objective 5, DYS is: taking steps to consolidate the community based services offered by the Agency and sister agencies; inviting other agencies and programs to be involved in DYS juveniles' treatment programs; making it known that DYS is open to any and all private programs

that can help in rehabilitating children; and, taking steps to ensure adequate supervision and treatment of all committed severely emotionally disturbed juveniles in appropriate facilities.

OBJECTIVE 6 IS COMMUNICATIONS. Pursuant to Objective 6, DYS is: establishing a process to communicate the strategic plan internally so that each employee understands the direction of the Agency and has the opportunity for input; developing a public relations approach to ensure that major "stakeholders" maintain an open, informed relationship with the Agency; and establishing a clear communications link with sister agencies.

When fully implemented, this strategic plan for excellence will allow DYS to be perceived as an Agency that provides valuable services efficiently and effectively; thereby ensuring that South Carolinians receive a maximum return on tax dollars directed to juvenile justice administration in state government.

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Correspondence and communications to Board Members may be made to:

Department of Youth Services

Post Office Box 1381

Columbia, South Carolina 29202

Telephone: (803) 737-4363

Telex: (803) 737-4381

MEMBERS OF THE STATE

BOARD OF YOUTH SERVICES

1990-91

Kathleen P. Jennings, Chair.....Greenville
Karole Jenson, Vice-Chair.....Myrtle Beach
John F. Henry, Secretary.....North Charleston
Frank Mauldin.....Anderson
Rev. J. P. Neal.....Columbia
Mr. Joseph Hudgens.....Newberry
Dr. Barbara Stock Nielsen, Ex-Officio Voting Member.....Columbia
represented by James W. Richardson, Jr.
Rev. Yu-Fong Chong, Ex-Officio Non-Voting Member.....Columbia

MEMBERS OF THE STATE

JUVENILE PAROLE BOARD

1990-91

Marlene McClain, Chair.....Anderson
M. Susan Osborne, Vice-Chair.....West Columbia
Penny Miller, Secretary.....Greenville
Clifford Mays.....Quinby
E. Danny Scott.....West Columbia
James Scott.....Gray Court
James P. Coggins.....Newberry
Rev. William O. Thompson.....Lancaster
Rev. Robert Capers.....Mt. Pleasant
Sharon J. Malone.....Myrtle Beach

Correspondence and communications to Board Members may be made to:

Department of Youth Services

Post Office Box 7367

Columbia, South Carolina 29202

Telephone: (803) 737-4362

Fax Number: (803) 737-4367

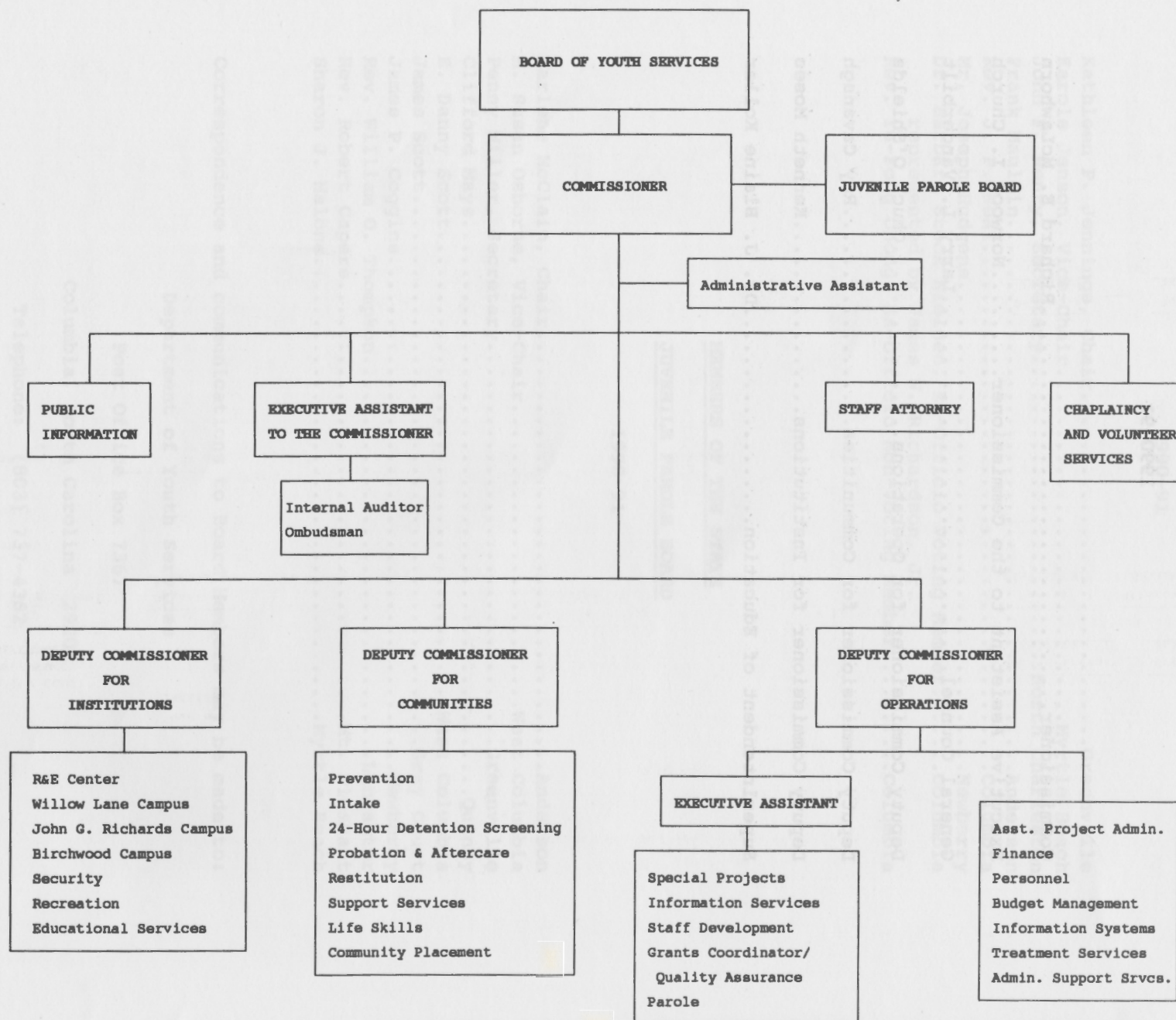
DEPARTMENT OF YOUTH SERVICES

EXECUTIVE STAFF

1990-91

Commissioner.....Richard E. McLawhorn
Executive Assistant to the Commissioner.....Norwood I. Church
General Counsel.....Larry L. Vanderbilt
Deputy Commissioner for Operations.....Chuck O'Shields
Deputy Commissioner for Communities.....Ray Cavanagh
Deputy Commissioner for Institutions.....Kenneth Moses
Superintendent of Education.....Dr. J. Blaine Kollar

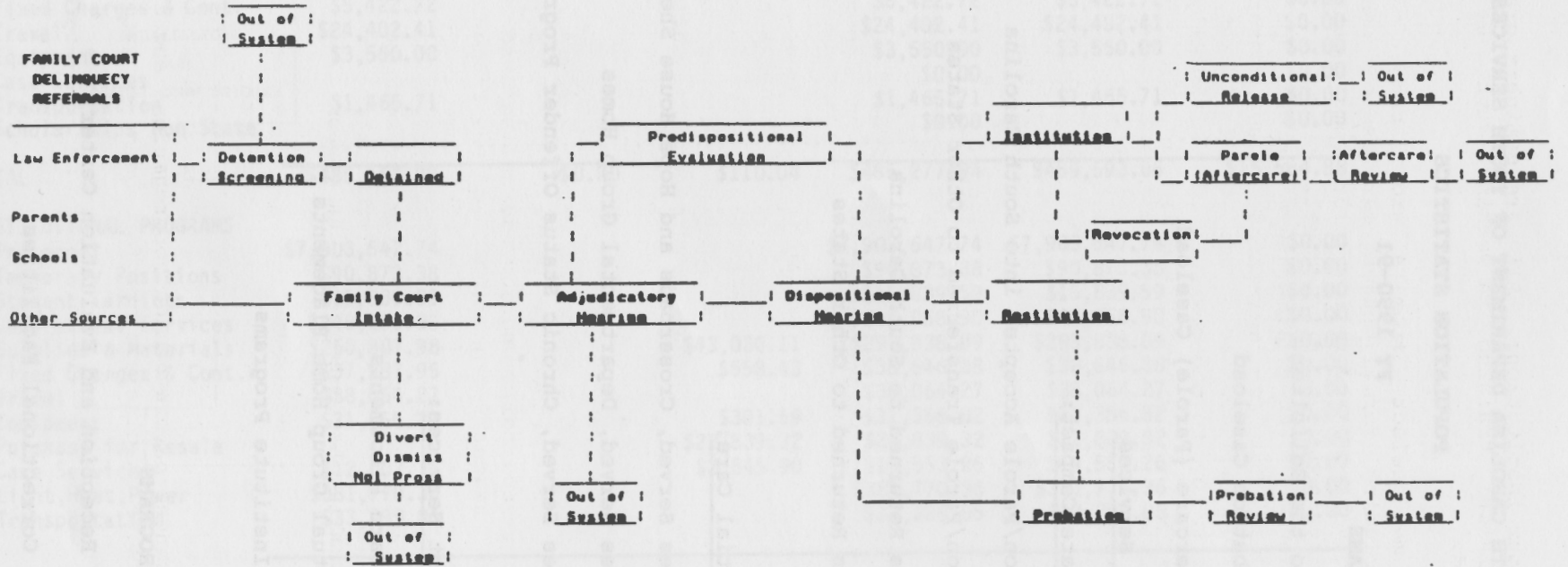
SOUTH CAROLINA DEPARTMENT OF YOUTH SERVICES
ORGANIZATIONAL CHART
FY 1990-91



SOUTH CAROLINA DEPARTMENT OF YOUTH SERVICES

JUVENILE JUSTICE SYSTEM

FLOW CHART



SOUTH CAROLINA DEPARTMENT OF YOUTH SERVICES

POPULATION STATISTICS

FY 1990-91

COMMUNITY PROGRAMS

New Cases to the Solicitor	21,608
Average Probation Caseload	3,670
Average Aftercare (Parole) Caseload	481

Support Services

Interstate Compact:

Probation/Parole Accepted into South Carolina	155
Probation/Parole Transferred to Other States	156
Runaways Returned to South Carolina	124
Runaways Returned to Other States	<u>173</u>
Total	608

Residential Care:

Juveniles Served, Crossroads and Hope House Shelters	500
Juveniles Served, Departmental Group Homes	164
Juveniles Served, Chronic Status Offender Program	<u>191</u>
Total	855

Placement Services:

Foster Care Placements	348
Contractual Group Home Placements	427
Marine Institute Programs	<u>396</u>
Total	1,171

INSTITUTIONAL PROGRAMS

Admissions, Reception and Evaluation Center	1,918
Admissions, Correctional Facilities	1,006
Average Daily Population	808

FISCAL YEAR 1990/91 FINANCIAL STATEMENT

	STATE	FEDERAL	OTHER	TOTAL	DISBURSEMENTS	BALANCE
I. OFFICE OF COMMISSIONER						
Personnel	\$344,147.26			\$344,147.26	\$344,147.26	\$0.00
Per Diem	\$7,700.00			\$7,700.00	\$7,700.00	\$0.00
Contractual Services	\$87,604.96			\$87,604.96	\$71,920.08	\$15,684.88
Supplies & Materials	\$10,874.84		\$110.04	\$10,984.88	\$10,984.88	\$0.00
Fixed Charges & Cont.	\$5,422.72			\$5,422.72	\$5,422.72	\$0.00
Travel	\$24,402.41			\$24,402.41	\$24,402.41	\$0.00
Equipment	\$3,550.00			\$3,550.00	\$3,550.00	\$0.00
Case Services				\$0.00		\$0.00
Transportation	\$1,465.71			\$1,465.71	\$1,465.71	\$0.00
Scholarships Non State				\$0.00		\$0.00
TOTAL	\$485,167.90	\$0.00	\$110.04	\$485,277.94	\$469,593.06	\$15,684.88
II. INSTITUTIONAL PROGRAMS						
Personnel	\$7,903,647.74			\$7,903,647.74	\$7,903,647.74	\$0.00
Temporary Positions	\$90,873.38			\$90,873.38	\$90,873.38	\$0.00
Student Earnings	\$15,839.59			\$15,839.59	\$15,839.59	\$0.00
Contractual Services	\$248,066.90			\$248,066.90	\$248,066.90	\$0.00
Supplies & Materials	\$250,807.98		\$43,030.11	\$293,838.09	\$293,838.09	\$0.00
Fixed Charges & Cont.	\$37,987.95		\$658.43	\$38,646.38	\$38,646.38	\$0.00
Travel	\$38,064.27			\$38,064.27	\$38,064.27	\$0.00
Equipment	\$31,055.23		\$301.59	\$31,356.82	\$31,356.82	\$0.00
Purchase for Resale			\$22,839.32	\$22,839.32	\$22,839.32	\$0.00
Case Services	\$12,007.36		\$2,545.90	\$14,553.26	\$14,553.26	\$0.00
Light, Heat, Power	\$381,770.36			\$381,770.36	\$381,770.36	\$0.00
Transportation	\$33,289.05			\$33,289.05	\$33,289.05	\$0.00
TOTAL	\$9,043,409.81	\$0.00	\$69,375.35	\$9,112,785.16	\$9,112,785.16	\$0.00

	STATE	FEDERAL	OTHER	TOTAL	DISBURSEMENTS	BALANCE
III. EDUCATIONAL PROGRAMS						
Personnel	\$1,069,610.57	\$459,614.68	\$1,458,909.41	\$2,988,134.66	\$2,988,134.66	\$0.00
Temporary Positions	\$20,049.27		\$64,411.35	\$84,460.62	\$84,460.62	\$0.00
Student Earnings	\$11,203.00			\$11,203.00	\$11,203.00	\$0.00
Contractual Services	\$1,124.14	\$1,426.00	\$86,243.90	\$88,794.04	\$88,794.04	\$0.00
Supplies & Materials	\$6,811.27	\$28,154.91	\$98,706.73	\$133,672.91	\$133,672.91	\$0.00
Fixed Charges & Cont.		\$358.74	\$16,128.42	\$16,487.16	\$16,487.16	\$0.00
Travel	\$1,786.38	\$2,898.71	\$10,427.50	\$15,112.59	\$15,112.59	\$0.00
Equipment	\$2,000.00	\$20,707.03	\$76,444.86	\$99,151.89	\$99,151.89	\$0.00
Case Services		\$3,600.00	\$104.79	\$3,704.79	\$3,704.79	\$0.00
Light,Power,Heat			\$64,573.29	\$64,573.29	\$64,573.29	\$0.00
Transportation			\$179.33	\$179.33	\$179.33	\$0.00
SCHOLARSHIPS			\$537.39	\$537.39	\$537.39	\$0.00
TOTAL	\$1,112,584.63	\$516,760.07	\$1,876,666.97	\$3,506,011.67	\$3,506,011.67	\$0.00
IV. VOCATIONAL REHABILITATION	\$77,358.00			\$77,358.00	\$77,358.00	\$0.00
V. COMMUNITY PROGRAMS						
Personnel	\$6,438,569.81	\$382,144.29		\$6,820,714.10	\$6,820,714.10	\$0.00
Temporary Positions	\$71,394.74	\$25,184.99		\$96,579.73	\$96,579.73	\$0.00
Special Cont.Agents	\$107,966.88	\$10,096.50		\$118,063.38	\$118,063.38	\$0.00
Contractual Services	\$331,508.81	\$2,297.39	\$521.10	\$334,327.30	\$334,327.30	\$0.00
Supplies & Materials	\$155,152.35	\$10,666.28	\$4,846.63	\$170,665.26	\$170,665.26	\$0.00
Fixed Charges & Cont.	\$207,948.60		\$925.00	\$208,873.60	\$208,873.60	\$0.00
Travel	\$224,766.93	\$421.39	\$17,096.34	\$242,284.66	\$242,284.66	\$0.00
Equipment	\$46,187.31	\$5,260.05		\$51,447.36	\$51,447.36	\$0.00
Case Services	\$676,761.07	\$87,604.00	\$30,630.12	\$794,995.19	\$794,995.19	\$0.00
Petty Cash	\$150.00			\$150.00	\$150.00	\$0.00
Light,Power,Heat	\$45,873.51			\$45,873.51	\$45,873.51	\$0.00
Transportation	\$22,282.12			\$22,282.12	\$22,282.12	\$0.00
Stipends	\$1,238.25			\$1,238.25	\$1,238.25	\$0.00
TOTAL	\$8,329,800.38	\$523,674.89	\$54,019.19	\$8,907,494.46	\$8,907,494.46	\$0.00

	STATE	FEDERAL	OTHER	TOTAL	DISBURSEMENTS	BALANCE
VI. SPECIAL ITEMS:						
JUVENILE RESTITUTION	\$128,700.00			\$128,700.00	\$128,700.00	\$0.00
RESIDENTIAL TREATM/EM	\$55,000.00			\$55,000.00	\$55,000.00	\$0.00
JUVENILE ARBITRATION	\$31,586.97			\$31,586.97	\$31,586.97	\$0.00
CHILDREN'S CASE RES.	\$49,400.00			\$49,400.00	\$49,400.00	\$0.00
PIEDMONT MARINE	\$434,717.00			\$434,717.00	\$434,717.00	\$0.00
GEORGETOWN MARINE	\$645,968.00			\$645,968.00	\$645,968.00	\$0.00
PEE DEE MARINE	\$665,715.00			\$665,715.00	\$665,715.00	\$0.00
CHARLESTON MARINE	\$361,201.00			\$361,201.00	\$361,201.00	\$0.00
RICHLAND MARINE	\$361,201.00			\$361,201.00	\$361,201.00	\$0.00
BEAUFORT MARINE	\$825,000.00			\$825,000.00	\$825,000.00	\$0.00
12 & 13 YR OLD PLACEMENTS	\$332,075.00			\$332,075.00	\$194,200.29	\$137,874.71
TOT,SPEC.ITEMS COMMUNITY	\$3,890,563.97	\$0.00	\$0.00	\$3,890,563.97	\$3,752,689.26	\$137,874.71
VII. ADMINISTRATIVE SERVICES						
Personnel	\$2,344,525.79	\$115,754.46		\$2,460,280.25	\$2,460,280.25	\$0.00
Temporary Positions	\$124,598.58			\$124,598.58	\$124,598.58	\$0.00
Contractual Services	\$668,352.35	\$22,818.03		\$691,170.38	\$691,170.38	\$0.00
Supplies & Materials	\$278,903.44	\$594,344.87	\$43,675.25	\$916,923.56	\$916,923.56	\$0.00
Fixed Charges & Cont.	\$230,108.68	\$64.58	\$9,447.85	\$239,621.11	\$239,621.11	\$0.00
Travel	\$9,971.26	\$99.92		\$10,071.18	\$10,071.18	\$0.00
Equipment	\$628,315.42		\$14,295.34	\$642,610.76	\$642,610.76	\$0.00
Light,Power,Heat	\$73,417.39	\$5,306.43		\$78,723.82	\$78,723.82	\$0.00
Transportation	\$17,363.95	\$17.94		\$17,381.89	\$17,381.89	\$0.00
TOTAL	\$4,375,556.86	\$738,406.23	\$67,418.44	\$5,181,381.53	\$5,181,381.53	\$0.00
VIII.CLIENT TRACKING SYSTEM	\$92,596.95			\$92,596.95	\$92,596.95	\$0.00
X. TREATMENT SERVICES						
Personnel	\$1,209,756.29	\$49,090.26		\$1,258,846.55	\$1,258,846.55	\$0.00
Temporary Positions	\$294,149.63			\$294,149.63	\$294,149.63	\$0.00
Overtime & Shift Diff.	\$16,958.00			\$16,958.00	\$16,958.00	\$0.00
Contractual Services	\$231,541.95	\$9.00		\$231,550.95	\$231,550.95	\$0.00
Supplies & Materials	\$36,563.68	\$1,679.40		\$38,243.08	\$38,243.08	\$0.00
Fixed Charges & Cont.	\$18,116.02	\$318.44		\$18,434.46	\$18,434.46	\$0.00
Travel	\$23,468.38	\$1,037.00		\$24,505.38	\$24,505.38	\$0.00
Equipment	\$10,053.98			\$10,053.98	\$10,053.98	\$0.00
Case Services	\$743,961.11			\$743,961.11	\$743,961.11	\$0.00
Light,Heat,Power	\$12,514.09			\$12,514.09	\$12,514.09	\$0.00
Transportation	\$2,682.88			\$2,682.88	\$2,682.88	\$0.00
TOTAL	\$2,599,766.01	\$52,134.10	\$0.00	\$2,651,900.11	\$2,651,900.11	\$0.00

	STATE	FEDERAL	OTHER	TOTAL	DISBURSEMENTS	BALANCE
XI. EMPLOYER CONTRIBUTIONS	\$5,031,416.41	\$256,029.58	\$445,541.72	\$5,732,987.71	\$5,732,986.83	\$0.88

XII. CAPITAL PROJECTS			\$2,173,412.02	\$2,173,412.02	\$2,173,412.02	\$0.00
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AGENCY TOTAL	\$35,038,220.92	\$2,087,004.87	\$4,686,543.73	\$41,811,769.52	\$41,658,209.05	\$153,560.47

PERSONNEL	\$19,310,257.46	\$1,006,603.69	\$1,458,909.41	\$21,775,770.56	\$21,775,770.56	\$0.00
TEMPORARY POSITIONS	\$601,065.60	\$25,184.99	\$64,411.35	\$690,661.94	\$690,661.94	\$0.00
PER DIEM	\$7,700.00	\$0.00	\$0.00	\$7,700.00	\$7,700.00	\$0.00
OVERTIME AND SHIFT DIFF.	\$16,958.00	\$0.00	\$0.00	\$16,958.00	\$16,958.00	\$0.00
INMATE EARNINGS	\$27,042.59	\$0.00	\$0.00	\$27,042.59	\$27,042.59	\$0.00
SPECIAL CONTRACT AGENTS	\$107,966.88	\$10,096.50	\$0.00	\$118,063.38	\$118,063.38	\$0.00
CONTRACTUAL SERVICES	\$1,568,199.11	\$26,550.42	\$86,765.00	\$1,681,514.53	\$1,665,829.65	\$15,684.88
SUPPLIES & MATERIALS	\$739,113.56	\$634,845.46	\$190,368.76	\$1,564,327.78	\$1,564,327.78	\$0.00
FIXED CHARGES & CONT.	\$499,583.97	\$741.76	\$27,159.70	\$527,485.43	\$527,485.43	\$0.00
TRAVEL	\$322,459.63	\$4,457.02	\$27,523.84	\$354,440.49	\$354,440.49	\$0.00
EQUIPMENT	\$721,161.94	\$25,967.08	\$91,041.79	\$838,170.81	\$838,170.81	\$0.00
PURCHASE FOR RESALE			\$22,839.32	\$22,839.32	\$22,839.32	\$0.00
CASE SERVICES	\$1,432,729.54	\$91,204.00	\$33,280.81	\$1,557,214.35	\$1,557,214.35	\$0.00
PETTY CASH	\$150.00			\$150.00	\$150.00	\$0.00
LIGHT, HEAT, POWER	\$513,575.35	\$5,306.43	\$64,573.29	\$583,455.07	\$583,455.07	\$0.00
TRANSPORTATION	\$77,083.71	\$17.94	\$179.33	\$77,280.98	\$77,280.98	\$0.00
SCHOLARSHIPS NON STATE			\$537.39	\$537.39	\$537.39	\$0.00
STIPENDS	\$1,238.25			\$1,238.25	\$1,238.25	\$0.00
EMPLOYEE SUGGESTION				\$0.00	\$0.00	\$0.00
INTEREST EXPENSE				\$0.00	\$0.00	\$0.00
VOCATIONAL REHABILITATION	\$77,358.00			\$77,358.00	\$77,358.00	\$0.00
COMMUNITY SPEC ITEMS	\$3,890,563.97			\$3,890,563.97	\$3,752,689.26	\$137,874.71
CLIENT TRACKING SYSTEM	\$92,596.95			\$92,596.95	\$92,596.95	\$0.00
DATA PROCESSING EQUIP	\$0.00			\$0.00	\$0.00	\$0.00
CAPITAL PROJECTS			\$2,173,412.02	\$2,173,412.02	\$2,173,412.02	\$0.00
EMPLOYER CONTRIBUTIONS	\$5,031,416.41	\$256,029.58	\$445,541.72	\$5,732,987.71	\$5,732,986.83	\$0.88
DEBT SERVICE				\$0.00	\$0.00	\$0.00

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DYS TOTAL	\$35,038,220.92	\$2,087,004.87	\$4,686,543.73	\$41,811,769.52	\$41,658,209.05	\$153,560.47

Total Number of Documents Printed	<u>255</u>
Cost Per Unit	\$ <u>2.23</u>
Printing Cost - S.C. State Budget & Control Board (up to 255 copies)	\$ <u>569.27</u>
Printing Cost - Individual Agency (requesting over 255 copies)	\$ <u>—</u>
Total Printing Cost	\$ <u>569.27</u>